

## Department of Hearing and Speech Sciences

---

### Professional Track Faculty Appointment, Evaluation, and Promotion (AEP) (November 2017 revised)

#### **INTRODUCTION**

Professional track faculty (or PTK faculty) include many different groups; some faculty may fall into more than one group, depending on their roles. The largest individual group of PTK faculty in HESP are the clinical faculty. For that reason, this document focuses first on the clinical faculty track; the other PTK faculty tracks are then discussed later in the document.

Regardless of role, reviews for promotion are not mandatory for PTK faculty; PTK faculty can decide when and if to submit themselves for promotional review. Continued employment is not contingent on successful completion of the promotion process.

#### **CLINICAL FACULTY**

The clinical professor series of ranks is used for appointments of renewable, professional track faculty in programs subject to professional accreditation that require clinical teaching/supervision/professional development. \*

Evaluated within the context of the three dimensions of the traditional APT model, i.e. Teaching, Research and Service, professional track faculty on the clinical faculty track (referred to as clinical faculty members here) have expectations for excellence in clinical teaching, clinical scholarship and service/leadership. These positions do not have a research component or expectation of research accomplishment, although clinical scholarship *may* include research activities in some cases. Successful application of research findings to clinical practice will be important at all ranks in the clinical professor title series. Reviews for promotion will be conducted at the departmental and college levels. Departmental committees charged with creation/revision/implementation of PTK promotion policies shall include PTK faculty as voting members, and should ideally include all levels/ranks represented in the unit.

The clinical faculty member will be considered a full member of the department and will participate in faculty governance processes as defined by the Faculty Senate, the College, and the Department. The clinical faculty has the same access to departmental infrastructure/support (i.e., office space, computers, travel funding, etc) as the tenure-track faculty. PTK faculty are eligible for all departmental awards, and for college awards as indicated at <https://bsos.umd.edu/faculty-staff/college-awards>. All new hires will receive a copy of the department's and the college's promotion policy (AEP) documents. The department shall identify a mentor for each junior PTK faculty member to facilitate their career progression. Please see the department's PTK mentoring policy for more details.

Individuals in academic tenure-track faculty lines are generally not eligible to switch to clinical faculty status unless the individual applies for a vacant clinical faculty position for which recruitment has been authorized. The reverse is also true – clinical faculty are generally not eligible to switch to tenure track faculty status.

\* Information on this department's promotion policies for professional track faculty whose employment focuses primarily on research can be found in section IV of this document titled "Companion Policy and Procedures: Professional Track Research Faculty"

SECTION I

CRITERIA FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF SALARIED CLINICAL FACULTY

<b>QUALIFICATIONS</b>			
	<b>Assistant Clinical Professor</b>	<b>Associate Clinical Professor</b>	<b>Clinical Professor</b>
<b>Academic Degree</b>	Hold the terminal degree for clinical practice in the discipline.	Same as Asst. Clinical Prof	Same as Asst. Clinical Prof
<b>Certification/Licensure</b>	Hold current certification and/or licensure as specified by the department of appointment.	Same as Asst. Clinical Prof	Same as Asst. Clinical Prof
<b>Professional Experience</b>	Have at least 5 years clinical/professional experience in clinical or other professional practice.	Have at least 5-7 years clinical/professional experience and currency in clinical or other professional practice.	Have at least 7-10 years clinical/professional experience and currency in clinical or other professional practice.
<b>CLINICAL TEACHING</b>			

	<b>Assistant Clinical Professor</b>	<b>Associate Clinical Professor</b>	<b>Clinical Professor</b>
<b>Professional Expertise</b>	Have an established record of success in clinical practice/teaching.	<ul style="list-style-type: none"> <li>• Demonstrate an excellent record of clinical teaching ability.</li> <li>• Have extensive successful experience in clinical practice in a field of specialization.</li> <li>• Demonstrate successful record of directing others (e.g., other professionals, graduate students, interns) in clinical activities in the field.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate a superior record of clinical teaching ability.</li> <li>• Established outstanding regional and national reputation among colleagues for excellence in clinical teaching and practice within the profession.</li> <li>• Promote expertise among junior clinical faculty members through mentorship</li> </ul>
<b>Bridging Teaching to Practice</b>	Demonstrate potential to integrate classroom instruction and training in clinical practicum settings.	Consistently work with the tenure-track faculty to integrate classroom instruction and training in clinical practicum settings.	Consistently demonstrate leadership and innovation in integrating classroom instruction and training in clinical practicum settings.
<b>CLINICAL SCHOLARSHIP</b>			
	<b>Assistant Clinical Professor</b>	<b>Associate Clinical Professor</b>	<b>Clinical Professor</b>
<b>Professional Scholarship</b>	Participate within the	Contribute to the profession by	Demonstrate substantial record

	profession (member of professional organizations)	sharing clinical expertise with other professionals	of clinical scholarship activity as described in Appendix A
<b>SERVICE AND LEADERSHIP</b>			
	<b>Assistant Clinical Professor</b>	<b>Associate Clinical Professor</b>	<b>Clinical Professor</b>
<b>Service, Administration, and Leadership Supporting the Teaching and Research Mission of Dept.</b>	Demonstrates potential to support the overall teaching and research mission of the department.	Provide consistent support for the overall teaching and research mission of the department.	Achieved unmistakable recognition for service, administration or leadership in ways that contribute substantially to the overall teaching and research mission of the department
<b>Service and Leadership to the College, University, Community and Beyond (regional, national, international)</b>	Support the basic functions of the department by service on departmental committees.	Consistently support the functions of the Department through administrative responsibilities, service on departmental committees and college/campus committees, and/or special projects.	Substantial and sustained record of effective leadership and service (beyond the Dept.), for example, to the College, the University, the community, regionally, nationally, and internationally

\*See Appendix A for a comprehensive list of sample evidence for professional productivity, scholarship, and service.

## SECTION II

### PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF CLINICAL FACULTY

- 1) The individual seeking promotion writes a formal request letter to her/his Department Chair, outlining the relevant points supporting a promotion. The letter should address the criteria listed in Section I and Appendix A of this document. Decisions on promotion shall be made based on the evaluation criteria and the reviewee's performance.
- 2) The candidate will provide the Department Chair with the following no later than October 1<sup>st</sup> of the academic year in which the review will take place:
  - An up-to-date and signed CV (in the campus standard format for CVs) (<http://www.faculty.umd.edu/policies/currvit.html>)
  - A personal statement that outlines the candidate's goals and professional development.
  - Portfolio containing course syllabi, classroom teaching evaluations, clinical teaching evaluations, teaching philosophy, and other relevant documentation.
- 3) The department chair will form a promotion review committee of three members, assigning a chair, and two other faculty members at or above the rank being sought by the candidate. At least two of the committee members should be clinical faculty members; the other may be tenured or tenure-track faculty. This committee shall be charged to consider the candidate's application within the context of the department's evaluation criteria as well as the roles and expectations specified in the candidate's contract. Titles shall correspond to the majority of the appointee's efforts and ranks should be appropriate given the department's established criteria. For individuals appointed in more than one unit, the unit chairs will come to an agreement regarding promotion review processes and inform the appointee in writing of the terms.
- 4) The committee will request letters from two external reviewers selected from a list of at least four names provided by the committee and two from a list of at least four names provided by the candidate (may include colleagues and former students). A short biography must be included with each name sufficient to demonstrate that the proposed reviewer is distinguished in the relevant fields. No member of the committee may write letters for the candidate. If either list is exhausted based on declinations and/or non-responses to the request, the candidate or committee will generate an additional list of 2-3 potential letter writers with this process repeating until the requisite number of letters has been secured. External reviewers shall receive the candidate's CV, personal statement, and any other information the committee feels is relevant, as well as a copy of the HESP promotion criteria in order to evaluate the candidate. The committee will compile all the materials provided (and produce an evaluative summary report with a majority vote required for approval. (See Appendix B for report guidelines).
- 5) The committee chair will submit the following package to the department chair no later than two weeks after the committee vote: a) materials submitted by the candidate, b) external letters, and c) committee summary report.
- 6) If upon reviewing the materials, the department chair has questions or concerns, he/she may ask the committee chair for clarification and/or additional information.
- 7) If either the review committee or the department chair supports promotion, the case moves to the dean's level of review along with the committee's evaluative report and the chair's letter. The dean will review the pertinent information and make a final recommendation to support or deny the promotion application. In the case of promotion applications at the highest rank within the title series (i.e., full clinical professor), the dean will review the pertinent information and make a recommendation which will be forwarded to the Provost for final action. Generally, decisions should be finalized by the first week in April and be transmitted to the candidate in writing. Minimum levels for salary increases associated with promotion will be determined annually by BSOS. If the departmental review committee and department chair do not support promotion or if the dean or provost does not support promotion, the candidate is not promoted and the department chair sends the candidate a letter

explaining the reasons why. At all levels of clinical faculty rank, the unsuccessful candidate for promotion can reinitiate this process in future years. Once achieved, promotion to a higher rank cannot be rescinded.

8) In the case of a negative outcome, the candidate may submit a written appeal to the department chair within two weeks of being notified of the decision. The appeal must be based on the grounds that: (a) the procedure described above was not followed correctly or that (b) the criteria used for evaluation were inadequate or improper. Appeals cannot be made on any other basis.

Within two weeks of receiving the appeal, the department chair must form an appeals committee consisting of three faculty members at or above the rank of the promotion who had not served on the initial review committee. The committee then has four weeks to consider the written appeal, meet with the candidate and any other relevant individuals, and send a written decision to the chair and the candidate. If the appeal is successful, then a new promotion review will be conducted, correcting the deficiencies of the prior one. If the outside letters were not the subject of the appeal, then they will serve as the outside letters for the new review.

If the appeal is denied, the candidate is not promoted and the chair of the review committee sends the candidate a letter explaining the grounds on which the appeal was denied. The candidate can appeal that decision to the associate dean/dean of the College of Behavioral and Social Sciences. The associate dean/dean, either alone or with the advice of an ad hoc committee that s/he forms for this purpose, can reverse the departmental appeals committee's decision on the grounds that (a) procedures were not properly followed or (b) the evaluation criteria were inadequate or improper. This decision is final and not subject to further appeal.

9) For appointments & reappointments (non promotion cases), the titles and ranks will follow the same criteria as in section 1. Titles shall correspond to the majority of the appointee's efforts and ranks should be appropriate given the department's established criteria.

### **SECTION III**

#### **REVIEW AND PROMOTION SCHEDULES**

##### **Length of initial appointments:**

Clinical Assistant Professor	1 years
Clinical Associate Professor	3 years
Clinical Professor	3 years

All initial appointment terms are considered "probationary". Appointments of 1 or 2 years at assistant through full professor ranks may be considered on a case-by-case basis.

##### **Number of years in each rank before eligibility for promotion:**

Clinical Assistant Professor	5 years
Clinical Associate Professor	5 years

Individuals can request an expedited review for promotion to the next higher rank. Waivers of the usual timelines will be considered on a case-by-case basis for individuals who demonstrate performance at that higher level within a shorter timeframe. Expedited reviews will still include all elements listed in Section II of this document.

Individuals may choose to stay at a given rank indefinitely (i.e., are not required to seek promotion within any specific timeframe). Whenever possible, PTK faculty should be given progressively longer contracts. All PTK contracts shall be issued using the University's online contract management system to ensure that all necessary elements are present.

Merit guidelines for PTK faculty are outlined in the departmental merit document for all faculty.

**Recommended performance evaluation schedules:**

Clinical Assistant Professor	midpoint of initial term & every 3 years thereafter (reappointment)
Clinical Associate Professor	midpoint of initial term & every 5 yrs thereafter (reappointment)
Clinical Professor	midpoint of initial term & every 5 yrs thereafter (reappointment)

(Midpoint of the initial term would be 0.5 years for a 1-year appointment, and 1.5 years for a 3-year appointment)

**SECTION IV : OTHER PROFESSIONAL TRACK FACULTY TITLES**

**ASSISTANT RESEARCH PROFESSOR**

This rank is generally parallel to Assistant Professor. Appointees shall have demonstrated superior research ability and potential for contributing to the educational mission through teaching or service. Appointees should be qualified and competent to direct the work of others (such as technicians, graduate students, other research personnel). An earned doctoral degree will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically one to three years and are renewable.

**ASSOCIATE RESEARCH PROFESSOR**

This rank is generally parallel to Associate Professor. In addition to the qualifications required of the Assistant Research Professor, appointees shall have extensive successful experience in scholarly or creative endeavors, the ability to propose, develop, and manage major research projects, and proven contributions to the educational mission through teaching or service. Appointments to this rank are typically one to five years and are renewable.

**RESEARCH PROFESSOR**

This rank is generally parallel to Professor. In addition to the qualifications required of the Associate Research Professor, appointees shall have demonstrated a degree of proficiency sufficient to establish an excellent reputation among regional and national colleagues. Appointees should have a record of outstanding scholarly production in research, publications, professional achievements or other distinguished and creative activity, and exhibit excellence in contributing to the educational mission through teaching or service. Appointments are typically made as five-year contracts. Appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

---

**ASSISTANT RESEARCH SCIENTIST**

This rank is generally parallel to Assistant Professor. Appointees shall have demonstrated superior scientific research ability. Appointees should be qualified and competent to direct the work of others (such as technicians, graduate students, other research personnel). An earned doctoral degree will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically one to three years and are renewable.

**ASSOCIATE RESEARCH SCIENTIST**

This rank is generally parallel to Associate Professor. In addition to having the qualifications required of the Assistant Research Scientist, appointees shall have significant scientific research accomplishments, show promise of continued productivity, and have the ability to propose, develop, and manage research projects. Appointments to this rank are typically one to five years and are renewable.

**RESEARCH SCIENTIST**



This rank is generally parallel to Professor. In addition to having the qualifications required of the Associate Research Scientist, appointees shall have established a national and, where appropriate, international reputation for outstanding scientific research. Appointees should provide tangible evidence of sound scholarly production in research, publications, professional achievements, or other distinguished and creative activity. Appointments are typically made as five-year contracts. Appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

---

**ASSISTANT RESEARCH SCHOLAR (reserved for appointments that are less than 50% FTE)**

This rank is generally parallel to Assistant Professor. Appointees to this rank shall have demonstrated superior scholarly research ability and be qualified and competent to direct the work of others (such as technicians, graduate students, other research personnel). An earned doctoral degree will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically one to three years and are renewable.

**ASSOCIATE RESEARCH SCHOLAR (reserved for appointments that are less than 50% FTE)**

This rank is generally parallel to Associate Professor. In addition to the qualifications required of the Assistant Research Scholar, appointees shall have extensive successful experience in scholarly or creative endeavors sufficient to have established a regional and national reputation among colleagues, and where appropriate, the ability to propose, develop, and manage research projects. Appointees should provide tangible evidence of sound scholarly production in research, publications, professional achievements, or other distinguished and creative activities. Appointments to this rank are typically one to five years and are renewable.

**RESEARCH SCHOLAR (reserved for appointments that are less than 50% FTE)**

This rank is generally parallel to Professor. In addition to having the qualifications required of the Associate Research Scholar, appointees shall have demonstrated a degree of proficiency sufficient to establish an excellent reputation among national and international colleagues. Appointees should provide tangible evidence of an extensive, respected record of scholarly production in research, publications, professional achievements, or other distinguished and creative activity. Appointments are typically made as five year contracts. Appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

---

**JUNIOR LECTURER**

In instances when a graduate student is given a faculty appointment to teach, the title Junior Lecturer shall be used. Upon completion of the graduate program, Junior Lecturers are eligible for promotion to Lecturer. Appointments to this rank are typically for terms of up to one year and are renewable for up to six years.

**LECTURER**

The title Lecturer will ordinarily be used to designate appointments of persons who are serving in a teaching capacity for a limited time or part-time. The normal requirement is a Master's degree in the field of instruction or a related field, or equivalent professional experience in the field of instruction. Appointments to this rank are typically one to three years and are renewable.

**SENIOR LECTURER**

In addition to having the qualifications of a Lecturer, the appointee shall have an exemplary teaching record over the course of at least five years of full-time instruction or its equivalent as a Lecturer (or similar appointment at another institution) and shall

exhibit promise in developing additional skills in the areas of research, service, mentoring, and/or program development. Appointments to this rank are typically one to five years and are renewable.

#### **PRINCIPAL LECTURER**

In addition to the qualifications required of the Senior Lecturer, appointees to this rank shall have an exemplary teaching record over the course of at least 5 years full-time service or its equivalent as a Senior Lecturer (or similar appointment at another institution) and/or the equivalent of 5 years full-time professional experience as well as demonstrated excellence in the areas of research, service, mentoring, or program development. Appointments are typically made as five-year contracts. Appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

---

#### **FACULTY SPECIALIST**

The appointee shall hold a Bachelor's degree in a relevant area and show potential for excellence in the administration and/or management of academic or research programs. Faculty Specialists are expected to engage in activities such as developing curriculum and/or innovative means of delivering curriculum, supervising the non-research activities of undergraduate, graduate, or post-doctoral students, serving as grant writers or authors of other publications for an academic or research program, conducting specialized research duties or other such duties that would generate intellectual property to which the faculty member shall retain the rights. Appointments to this rank are typically one to three years and are renewable.

#### **SENIOR FACULTY SPECIALIST**

In addition to showing superior ability to administer academic or research programs, as evidenced by successfully discharging responsibilities such as those of the Faculty Specialist, the appointee shall hold a Master's degree or have at least 3 years full-time experience as a Faculty Specialist (or similar appointment at another institution), or its equivalent. Appointments to this rank are typically one to five years and are renewable.

#### **PRINCIPAL FACULTY SPECIALIST**

In addition to a proven record of excellence in managing and directing an academic or research program, the appointee shall hold a Ph.D. or have at least 5 years of full-time experience as a Senior Faculty Specialist, or its equivalent. Appointments are typically made as five-year contracts. Appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

---

#### **PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF PROFESSIONAL TRACK RESEARCH FACULTY, LECTURERS, AND FACULTY SPECIALISTS:**

- 1) The individual seeking promotion writes a formal request letter to the Department of Hearing and Speech Sciences chair outlining the points supporting a promotion no later than October 1<sup>st</sup>. The letter should address the criteria listed at <http://www.faculty.umd.edu/policies/APTpolicy.htm> for the desired rank and as described above in this document.
- 2) The department chair will form a promotion review committee of three members, assigning a chair, and two other faculty members at or above the rank being sought by the candidate. The committee will consist of both professional-track and tenure-track faculty; when possible, this would include members of the same title series.
- 3) The candidate will provide the committee with the following:
  - Up-to-date and signed CV (in the campus standard format for CVs)
  - Personal statement that outlines the candidate's goals and professional development (<http://www.faculty.umd.edu/policies/currvit.html>)

- Up to five peer-reviewed publications from candidates for either of the research title series.
- Teaching portfolio from candidates for the lecturer title series
- Evidence of program management/administrative achievements from candidates for the faculty specialist title series

4) The department chair will request letters from four external reviewers, two selected from a list of at least four names provided by the committee and two from a list of at least four names provided by the candidate. A short biosketch must be included with each name sufficient to demonstrate that the proposed reviewer is distinguished in the relevant fields. If either list is exhausted based on declinations and/or non-responses to the request, the candidate or committee will generate an additional list of 2-3 potential letter writers with this process repeating until the requisite number of letters has been secured. The committee will evaluate all the materials provided and produce an evaluative summary report.

5) The committee chair will submit the following package to the department chair: a) materials submitted by the candidate, b) external letters, and c) committee summary report.

6) If upon reviewing the materials, the department chair has questions or concerns, he/she may ask the committee chair for clarification and/or additional information.

7) The department chair writes a letter to the dean of the college summarizing the committee's work and providing his/her own opinion regarding the promotion. At the assistant and associate ranks in each of the four title series, the dean will review the pertinent information and make a final recommendation to support or deny the promotion application. These candidates will be informed in writing regarding the outcome of their application. At the highest rank within each title series, the dean will forward all relevant information, including his/her own recommendation, to the campus level for final review. These applicants will be informed in writing of the outcome of their application. At all four levels of these PTK titles series, the unsuccessful candidate for promotion can reinstate the process in future years.

8) In the case of a negative outcome, the candidate may submit a written appeal to the department chair within two weeks of being notified of the decision. The appeal must be based on the grounds that (a) the procedure described above was not followed correctly or that (b) the criteria used for evaluation were inadequate or improper. Appeals cannot be made on any other basis.

Within two weeks of receiving the appeal, the department chair must form an appeals committee consisting of five faculty members at or above the rank of the promotion who had not served on the initial review committee. The committee then has four weeks to consider the written appeal, meet with the candidate and any other relevant individuals, and send a written decision to the chair and the candidate. If the appeal is successful, then a new promotion review will be conducted, correcting the deficiencies of the prior one. If the outside letters were not the subject of the appeal, then they will serve as the outside letters for the new review.

If the review committee rejects the appeal, the department chair forwards the information along with his/her own recommendation to the dean. In the case of appeals denied at the level of assistant and associate ranks in any of the titles, the candidate is not promoted and the chair of the review committee sends the candidate a letter explaining the grounds on which the appeal was denied. Candidates for the assistant and associate ranks can appeal that decision to the associate dean of the College of Behavioral and Social Sciences. The associate dean, either alone or with the advice of an ad hoc committee that s/he forms for this purpose, can reverse the departmental appeals committee's decision on the grounds that (a) procedures were not properly followed or (b) the evaluation criteria were inadequate or improper. This decision is final and not subject to further appeal. For appeals at highest rank in any of the title series, the dean will forward all materials including his/her own recommendation to the campus level for final review. Denial of the appeal at this level is considered final.

9) For appointments & reappointments (non promotion cases), the titles and ranks will follow the same criteria as in section 1.

Titles shall correspond to the majority of the appointee's efforts and ranks should be appropriate given the department's established criteria.

## APPENDIX A

### EVIDENCE FOR PROFESSIONAL PRODUCTIVITY AND PROFESSIONAL SERVICE OF CLINICAL FACULTY

Candidates for the ranks of clinical assistant professor, clinical associate professor and clinical professor demonstrate professional productivity beyond clinical service. This productivity may be demonstrated in a variety of ways, such as:

#### CLINICAL TEACHING

##### Curricular/program development

- Development of innovative content in clinical instruction
- Incorporation of technology into clinical training
- Creative contributions to learning outcomes in clinical education

##### Teaching excellence (clinical and classroom)

- Effective teaching experience: development of innovative and effective instructional methods for teaching in the clinical setting and direct contributions to classroom instruction (e.g., guest lectures, laboratory instruction, partial or full responsibility for a course). Teaching in both the classroom and clinical setting is characterized by effective coverage of current information in ways that foster critical thinking and motivate independent learning as well as the translation of research into practice

##### Awards/Honors

- Awards and honors for teaching from the Dept., the College, or professional organizations

#### CLINICAL SCHOLARSHIP

##### Presentations at professional meetings

- Presentations at local, state, regional, and national professional meetings
- Clinical workshops offered for professional practitioners
- Invited talks at professional meetings and workshops
- Professional consultation

##### Publications

- Publications in peer reviewed or non-peer-reviewed journals, as specified by the department, that discuss clinical techniques/practice, methods of or standards in clinical supervision, or standards of practice
- Publication of clinical handbooks, textbooks, or chapters in clinical textbooks
- Production of videos or other multi-media materials on clinical instruction

##### Editorial Contributions

- Review of articles submitted to professional journals
- Review of textbook/chapter materials
- Review of commercial products

##### Research projects

- Innovation/initiation of new research projects
- Collaboration with other faculty members on published research endeavors
- Service in a supportive, advisory, or supervisory role on student clinical research projects

##### Awards/Honors

- Awards and honors from professional organizations

## SERVICE, ADMINISTRATION AND LEADERSHIP

### Administrative activities

- Policies and procedures development
- Supervision of graduate assistants
- Marketing/recruitment for Clinic

### Community service activities

- Professional consultation
- Outreach activities to service organizations, civic groups and governmental agencies
- Promoting distinction of the department through collaboration on service projects with outside agencies

### Contributions to professional organizations (committees, officer, etc.)

- Service on state or regional licensing/certification boards
- Contributions to professional organizations through membership on committees and leadership positions

### Leadership/contributions to the Dept. or other university units

- Taking a leadership role over time in refining and enhancing the department's overall classroom and clinical curriculum in the programs that prepare future clinicians
- Mentoring of junior clinical faculty
- Facilitation of gifts, grants or contracts that support the Department's mission

### Awards/Honors

- Awards and honors for service

## **APPENDIX B**

### **Guidelines For Preparing The Evaluative Report**

- What are the standards and expectations of the Department or discipline with respect to the candidate as expressed in departmental criteria, and how are they measured?
- What are the candidate's major contributions? Why are these contributions important in the candidate's field?
- Has the candidate met or surpassed the Department's standards and expectations?
- What evidence supports the Review Committee's evaluation?

This information is particularly helpful in areas with distinctive expectations for promotion. It is important to consider the audience to whom this report will be addressed, which includes faculty and administrators outside the unit.