

CRITERIA AND PROCEDURES FOR PROMOTION AND/OR TENURE  
PHYSICAL THERAPY DEPARTMENT

APPROVED BY THE  
FACULTY  
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## **GENERAL PRINCIPLES FOR PROMOTION AND TENURE OF TENURE TRACK FACULTY MEMBERS**

Tenure track faculty members of the Physical Therapy Department will be promoted for demonstrated achievement in professional and scholarly activities, teaching, and service. Evidence of these accomplishments, including the balance between teaching and research, will vary with individuals. In addition, the impact of administered load must be taken into account. Recommendations for promotion will be based on the faculty member's accomplishments since attainment of his or her present rank.

The department policies are consistent with the Promotion and Tenure Policies described in the Faculty Handbook.

### **I. CRITERIA**

The following areas are considered for promotion and/or granting tenure:

- Scholarly performance
- Teaching performance
- Service to the University, the College, the Department and professional societies

Scholarly performance has as its objective to:

1. maintain the faculty member in an active state of creative participation in his or her subject area;
2. train graduate and advanced undergraduate students in the research process;
3. contribute to the general reputation and stature of the department, college and university; and
4. contribute to the pool of knowledge, tools, and techniques used in the practice of physical therapy.

Publications in refereed scientific and professional journals and publication of scholarly books will be considered important indications of professional scholarly achievement, as

well as patents or other indications of professional inventive accomplishments. Lesser weight shall be attached to nonrefereed publications, unless the significance of such work is established through outside evaluations equivalent to peer evaluation. Obtaining contracts and grants through a peer review process to carry out scholarly research will be viewed as indicating promise for future work and will be used to help evaluate the quality of the candidate's research program. While there is the expectation that faculty will obtain support for their research program, obtaining sponsored research is not, in itself, a requirement for promotion and/or tenure. In addition, external peer evaluation letters are mandatory for promotion to each rank.

Teaching performance evaluation will be based on faculty peer observation, student course evaluation, and course materials. In special cases the chairperson may solicit letters of evaluation from students (past and present). Special consideration will be given to the development of new and innovative courses or course materials.

Service on departmental, college and university committees is expected of all faculty members and considered in evaluation of the candidate for promotion. Service to the university will be measured by the contributions made by the faculty member while serving on formal university, college, and departmental committees as well as during the execution of administrative assignments requested by the department's chairperson. Service to the community and the physical therapy profession will be considered to the extent that such service contributes to the image of the department at the regional, national or international level.

## II. PROMOTION TO RANK

### A. Associate Professor

For promotion to associate professor, excellence in research, high quality teaching, and satisfactory performance in professional, scholarly and service activities are required. The candidate must have demonstrated establishment of an independent, continuing research

program of excellent quality. Such accomplishment might be demonstrated in many ways, but would normally include publications in refereed journals of high quality and the receipt of external peer-reviewed research support from national agencies or foundations (e.g., NIH, NSF, DoD, AHA). The quality of journals will be evaluated using the ISI Web of Knowledge – Journal Citation Reports and will be based on each journal's relative ranking compared to other journals in the field appropriate to the candidate's research. Promotion to associate professor carries tenure, and only those candidates who show promise of becoming leaders in their discipline in research and education will be recommended favorably.

In the case of tenure only decisions, i.e., for Associate Professors hired without tenure, the candidate will be evaluated primarily on his/her record of productivity established prior to his/her appointment at Delaware and on his/her record of fulfillment of the particulars spelled out in the letter of hire. This letter, minus any confidential information (e.g., salary) shall be included in the dossier.

## B. Professor

For promotion to Full Professor, excellence in research and high quality teaching and service are required. To be considered for promotion, the candidate must maintain a research program of excellent quality and have a national or international reputation in his/her discipline. The quality of the candidate's research will primarily be assessed by the quality of the journals where the candidate's work appears, the frequency that the candidate's work is cited by other scientists in the field, and the assessments provided by the external letters of evaluation written by experts in the candidate's field of research. For promotion to Full Professor a well-funded research program, including external peer-reviewed research support from national agencies or foundations (e.g., NIH, NSF, DoD, AHA), is expected. The reputation of a candidate will be based on the assessments of the external letters of evaluation and the opportunities afforded to the candidate to be an invited speaker at national and international scientific meetings. Awards from national and international professional and scientific organizations can also be used to demonstrate a national and international reputation.

Continued service on Departmental, College and University committees is expected and leadership at the University, College, Department, or professional level required. Leadership can be demonstrated by serving on national level grant-review panels, editorial boards of peer-reviewed journals, and executive committees of professional organizations. The same categories of data used for promotion to Associate Professor will be used to demonstrate these accomplishments.

### III. PROCEDURES

#### A. Committees

Responsibility for initiation of the promotion procedure lies with the candidate, who will request that the Chairperson of the Physical Therapy Department form a Promotion and Tenure Committee. The Committee will be comprised of a committee chairperson and at least four additional individuals. All committee members must be tenured and at the proposed rank or higher. The Committee will consist of all of the eligible faculty members from the Physical Therapy Department and at least one member from outside of the Department. The candidate and the Chairperson of the Physical Therapy Department will each identify potential members of the Committee from outside of the Department. The candidate will be allowed to comment on the appropriateness of the potential members identified by the Chairperson. The member (or members) of the Committee from outside the Department will then be selected by the Chairperson of the Department. The Chairperson of the Department will also determine the chairperson of the committee. The Department Chairperson shall not serve on the Promotion and Tenure Committee. In the case of promotion to Full Professor, if there are no members of the Department that are at the rank required to be eligible for the Committee, the Chairperson of the Department will appoint one tenured member of the Physical Therapy faculty to serve on the committee.

The function of the Promotion and Tenure Committee is to advise the candidate in the preparation of credentials, solicit letters of evaluation from external peers (see section B.1.f.), prepare an objective written evaluation of the candidate's credentials, debate the candidate's credentials, and, following this debate, conduct a secret ballot. Members must vote for promotion, against promotion, or shall abstain from voting. Except for unusual

cases determined by the Committee Chair (e.g. sabbaticals), proxy (absentee) votes will not be accepted. The Committee Chair drafts a comprehensive Committee report that reflects accurately the proceedings and the vote. A signed report, which includes the objective evaluation, a summary of the external peer evaluations, the proceedings of the debate, and the final vote is given to the department chairperson for inclusion in the candidate's dossier. A copy of the report is also provided to the candidate. As a signed report is provided to the candidate, confidential materials from external evaluators will not be included.

The Promotion and Tenure Committee will entertain appeals for reconsideration of its recommendation from the candidate through the Chairperson of the Committee. Appeals must be based on novel, substantive data. When the Promotion and Tenure Committee hears an appeal it will draft a supplementary report (vote included) for inclusion in the candidate's dossier along with the initial report. The candidate will receive a copy of the report from the Committee Chairperson.

## B. Dossier Preparation

The format of the dossier shall follow the one that is published in the Faculty Handbook. Information to be presented in the dossier includes the following:

### 1) Research

- a. List of publications in refereed journals, giving full citations. Articles "in press" and manuscripts submitted should be included but not those "in preparation."
- b. List of other publications (review articles, book chapters, monographs, and abstracts).
- c. Copies of publications (in an appendix)
- d. Commentary on the nature of the journals in which publication occurred.
- e. List of meetings attended, with notations as to where papers were presented and cross references to abstracts in the publication list.
- f. Letters of evaluation from external peers. Separate lists of appropriate individuals are to be prepared by the candidate and the Promotion and Tenure Committee. The candidate will be allowed to comment on the Committee's list

and the Committee may consequently modify its list. The candidate will be informed of any such modifications. The Promotion and Tenure Committee, in consultation with the Department Chair, will choose some or all of the individuals from each list. Those chosen will all receive identical letters, requesting an evaluation of the candidate. Appended to each letter will be a copy of the promotion policies, abbreviated dossier, and copies of several publications. All replies to these letters must be included in the dossier. Five or more replies should be obtained. In the event a candidate withdraws his/her application for promotion, all outside letters will be held on file in the Chairperson's office. If the candidate reapplies for promotion at a later date, none of these original letters will be used. If a candidate reapplies, a decision will be made by the Promotion and Tenure Committee, in consultation with the Department Chair, as to whether the original evaluators will be asked to reevaluate the candidate or if a new pool of evaluators will be used.

- g. A list of evaluators, their CVs, and a commentary addressing their academic credentials that document their competence to evaluate the work and defining the intimacy of their relationship with the candidate.
- h. A list of all research grants obtained, including title of the projects, duration, source, and amount of funding.
- i. Other documents: Research awards, copies of textbook chapters summarizing the candidate's work, letters from referees of journal articles and grant proposals, etc.

## 2) Teaching

- a. List of all courses taught, including titles, dates, and number of students. Include undergraduate special problems.
- b. Student evaluations. The evaluations should be presented in summary format. One way is to include a sample evaluation form on which semester averages of student responses are given. All responses must be counted. Evaluations should be obtained every time a course is given and all should be included in the

- Promotion and Tenure summaries.
- c. Faculty peer evaluations including an evaluation of course materials, course content, and classroom performance (if available).
  - d. List of graduate and post-doctoral students, past and present.
  - e. Other documents: published textbooks, teaching awards, improvement of instruction grants, etc.

### 3)Service

- a. List of all Department, College and University committees (including graduate student committees), with dates of service and indication of chairmanship.
- b. Other profession-related service: published book reviews, organization of symposia, lectures to outside groups, student recruiting trips, etc.
- c. Community service.

### C. Timetable

Please see UD Faculty Handbook: Promotion Policy

## **GUIDELINES FOR APPOINTMENT AND PROMOTION OF SECONDARY, ADJUNCT, SUPPLEMENTAL, AND NON-TENURE TRACK FACULTY APPOINTMENTS**

The following appointments are given to those individuals who are not tenure track members of the Physical Therapy faculty but who contribute to the department in either a research teaching, or clinical capacity. There are four types of appointments: **Secondary, Adjunct, Supplemental, and Non-tenure Track Faculty** appointments.

A *Secondary* appointment is a title given to a University of Delaware employee who does not hold a primary faculty appointment in PT, but contributes to the Department in a research or teaching capacity. Individuals with secondary appointments have voting privileges as outlined within the Department's by-laws.

An *Adjunct* appointment is a title given to an individual who is not employed by the University of Delaware, but contributes to the Department in a research or teaching capacity. Adjunct appointments do not have voting privileges within the Department.

*Supplemental Faculty* are individuals who are paid to provide clinical or teaching services to the Department. These positions are not governed by the CBA. Supplemental employees do not have voting privileges or receive University benefits.

*Non-tenure Track Faculty* appointments are given to individuals who are paid a salary, receive benefits under the CBA, have voting privileges, and contribute to the department in a primary research, service or clinical capacity.

The following points apply to all non-tenure track appointments:

1. Appointments require a majority vote of the faculty after review of credentials.
2. Rank is commensurate with criteria as stated under each appointment description.
3. Term is renewable every three years.
4. Use of laboratory space is permitted only with permission of all faculty involved in a specific lab area.
5. Only those candidates holding a doctorate are eligible for promotion beyond the rank of Instructor

Individuals interested in an appointment or promotion must submit their CV to the Physical Therapy faculty. Appointments to a specific rank or promotion to a new rank are granted through a majority vote of the Physical Therapy faculty based on the criteria described below. Candidates need only to reach the criteria outlined below in one the areas (research, teaching, or clinical) to be eligible for promotion. Once approved by the faculty, the chair of the Department will write a letter of support, which is then forwarded with the candidate's CV to the Dean. All appointments and promotions must be approved by the Dean and Provost.

1. **Instructor**

Instructors are individuals who typically do not have a doctoral degree and only engage in teaching and clinical services within the Department.

Research

These candidates will not be engaged in research and thus, this is not applicable.

Teaching

Candidates must demonstrate high quality teaching.

Clinical

Candidates must demonstrate high quality clinical skills.

2. **Assistant Professor**

To be considered for an appointment at the level of Assistant Professor, the individual must hold an earned doctoral degree.

Research

Candidates must demonstrate the establishment of an independent research program of high quality.

Teaching

Candidates must demonstrate high quality teaching.

Clinical

Candidates must demonstrate clinical expertise in a focused area, which may be demonstrated by recognitions such as board certification.

3. **Associate Professor**

Research

Candidates must demonstrate excellence in research and must have demonstrated establishment of an independent, continuing research program of excellent quality. This would normally include publications in refereed journals that have high relative rankings by ISI Web of Knowledge – Journal Citation Reports compared to other journals in the field. The awarding of research funding based on the peer-review process from national agencies or foundations can also be used to demonstrate the quality of the candidate's research program. In addition, candidates at this level should be developing a national reputation as demonstrated by invitations to present their work at national meetings and invitations to serve on review panels for national foundations and agencies.

Teaching

Candidates must demonstrate high quality teaching and be involved in the dissemination of information such as the publications of books or book chapters. In

addition, they should demonstrate professional involvement at the regional and national level.

Clinical

Candidates must demonstrate involvement in publications such as journal articles or book chapters. In addition, candidates at this level should exhibit professional involvement at the regional and national levels.

**3. Full Professor**

Research

Candidates must maintain a research program of excellent quality, including continued publications in high impact refereed journals, receipt of external research support from national agencies and foundations, and the advisement of successful graduate students. They must also have both a national and international reputation in their discipline as demonstrated by positions on editorial board, national review panels, and invitations to present at national and international meetings. In addition, they should hold leadership positions within their profession.

Teaching

Candidates must demonstrate high quality teaching and be involved in the dissemination of information such as the publications of books or book chapters. In addition, they should hold leadership positions within their profession and be recognized both nationally and internationally.

Clinical

Candidates must have developed a national and international reputation in area of expertise as evidenced by invitation to present at national and international meetings or symposia. Candidates must also demonstrate involvement in clinical research. In addition, they should hold leadership positions within their profession.