

Rush University College of Health Sciences
Guidelines for Faculty Appointments and Promotions

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Introduction

This document contains the criteria for appointments and promotions to the faculty of the Rush University College of Health Sciences. While the Committee on Senior Faculty Appointments and Promotions (COSFAP) makes formal recommendations to the Dean for faculty appointments and promotions to the ranks of Associate Professor and Professor only, this document is inclusive of all ranks: Instructor, Assistant Professor, Associate Professor and Professor. Faculty Council makes appointment and promotion at the ranks of Instructor or Assistant Professor; this document is intended to provide a framework, possible standards, and guidance for appointments at the department level as well.

All appointed instructors in the College of Health Sciences must have an earned bachelor's degree from a recognized college or university and satisfy the Rush University Rules for Governance Faculty Qualifications (see Article II; section 2; faculty qualifications). Faculty at the rank of Assistant Professor or higher must minimally have an earned master's degree from a recognized college or university; for appointments at the rank of Associate Professor or Professor, an earned doctoral degree is required. Special consideration for applicants with a master's degree will be evaluated on a case-by-case basis. Before applying for promotion to Associate Professor, faculty will have held the title of Assistant Professor at Rush, or a similar institution, for a minimum of five years in total at Rush and/or a similar institution, except under extraordinary circumstances. The time and rank requirement go into effect for all faculty appointed to Assistant Professor on or after January 1, 2019. Similarly, before applying for promotion to Professor, faculty will have held the title of Associate Professor at Rush, or a similar institution, for a minimum of five years in total at Rush and/or a similar institution, except under extraordinary circumstances. The time and rank requirement go into effect for all faculty appointed to Associate Professor on or after January 1, 2019. There is an expectation that Assistant Professors demonstrate the potential to become national or international leaders in their field; that Associate Professors demonstrate that they are emerging national or international leaders in their field; and, and that Professors demonstrate that they are established national or international leaders in their field.

By its very nature, recognition of national/international leadership is associated with first author, peer-reviewed publications; other important publications (such as major textbooks or book chapters); a principal investigator role on externally funded grants and contracts; major invited presentations; service in national professional officer roles and chair's roles; service on peer reviewed journal editorial boards, or as editor or section editor for journals; and, national/international recognition through awards for research, teaching, professional practice or service.

Four criteria serve as the foundation for appointment and promotions: scholarship, teaching and mentoring, professional practice, and service. The types of evidence indicated under each criterion below are provided as examples. There is no expectation that all of the examples be demonstrated for appointment at, or promotion to, a particular rank. Likewise, the types and examples of evidence provided below that may be put forth in a dossier for appointment or promotion are not meant to be all-inclusive; there may be other compelling evidence and examples of performance. Evidence may vary depending on job description and time allocation for job responsibilities. Regarding the different criteria:

- Successful candidates should fulfill requirements in 3 of the 4 criteria for the requested rank.
- Teaching and scholarly activities and clinical service are weighed the most
- Professional/institutional/community service activities are weighed the least

Criteria Definitions

SCHOLARSHIP

Scholarship is defined as all studious and critical inquiry and examinations aimed at discovery, interpretation, and dissemination of knowledge on a wide variety of scientific matters, education and professional practice; includes both basic and applied research.

TEACHING & MENTORING

Teaching is defined as the act of transferring knowledge, skills, abilities, attitudes and values from one generation to the next. Teaching includes efforts to facilitate and assess learning and bring out potential in students at the undergraduate and graduate level, and through continuing education efforts; good teachers translate information, good judgment and experience into relevant knowledge, skills, and abilities that students can retain, use in their professions, and pass on to others. Teaching can also be manifested through contributions to program and curriculum development within a discipline, as well as, recognition as a content expert within a field of inquiry. Mentoring is a relationship in which a more knowledgeable or experienced person helps a less knowledgeable or experienced person over a sustained period of time. It is a process, either formal or informal, that provides knowledge and psychosocial support that is relevant to school, work, career or professional development. Mentoring relationships for faculty include those focused on research, teaching and professional practice, and the protégé/protégée may be a student, practitioner or faculty colleague.

III. PROFESSIONAL PRACTICE

Professional practice is defined as the performance of duties specifically tied to one's profession at Rush or other health care organizations; includes the provision of direct or indirect clinical care and all supporting operations and services associated with the delivery of patient care; may also include efforts to improve population health.

IV. SERVICE

Service is defined as participation in committees, task forces, advisory panels and other groups designed to add value to education, research or professional practice, at any level of the university, on behalf of one's profession, or for the community.

Rank & Criteria

INSTRUCTOR

Scholarship

CRITERION: Participation in scholarly activities

EVIDENCE may include:

1. Presentations at local, state or national professional/scientific meetings
2. Participation in research/scholarship development opportunities

Teaching and Mentoring

CRITERION: Participation in teaching and mentoring activities

EVIDENCE may include:

1. Inclusion as a guest speaker in formal courses or facilitator of seminars
2. Formal designation as a course assistant (or higher level of responsibility for a course)
3. Assignment as a practice (clinical, management, etc.) site preceptor or mentor for students
4. Assignment as a career adviser for students
5. Positive unsolicited comments about the individual from other faculty, clinicians, managers, students or alumni

Professional Practice

CRITERION: Involvement in professional practice for at least one year

EVIDENCE may include:

1. Positive unsolicited comments about him/her from physicians, patients, students and/or colleagues
2. Recognition internally at Rush or externally by other health care organizations about his/her professional practice
3. Initiation of new services for patients or colleagues (e.g. other employees)
4. Service in professional practice educational programs as an assistant, or providing guest lectures concerning professional practice to students, faculty and other practitioners or colleagues

Service

CRITERION: Involvement in professional organizations, and institutional and community service activities

EVIDENCE may include:

1. Membership in one or more local, regional or national professional associations
2. Attendance at one or more professional meetings each year
3. Engage in service activities for the department, college or university

ASSISTANT PROFESSOR

Scholarship

CRITERION: Evidence of potential to become a scholarly leader in his/her field

EVIDENCE may include:

1. Ongoing performance for the criterion at the level of Instructor, and
2. Participation in research projects
3. Presentation of scholarly work at regional, national or international professional/scientific meetings recognized by the profession
4. Author or co-author of articles in refereed journals recognized by the profession
5. Initiation of grant preparation and submission
6. Development and organization of research panels, workshops or seminar sessions at professional/scientific meetings recognized by the profession
7. Peer reviewer of in-house grant proposals
8. Supervision of student research

Teaching and Mentoring

CRITERION: Evidence of potential to teach and mentor effectively at the university level

EVIDENCE may include:

1. Past service as course assistant, guest speaker, mentor, adviser or other roles at the level of Instructor
2. Service as a course director or co-director
3. Student course evaluations which are above average and which show improvement over time
4. Other teaching evaluations by peers, program directors, chairs or outside consultants are above average and show improvement over time
5. Redesign or revision of existing courses
6. Assignment as formal academic or career advisor for students
7. Direction of student practice, service and/or research activities

Professional Practice

CRITERION: Active participation in areas of professional practice; Development of in-service programs or professional practice educational materials

EVIDENCE may include:

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1. Ongoing performance for the criterion at the level of Instructor, and
2. Participation in clinical/operational and departmental committees focused on quality, patient care and satisfaction, evidence-based practices, service delivery, and employee engagement and satisfaction
3. Participation in clinical/operational research, initiation of innovative clinical/operational programs/activities for patient, employees and or community
4. Preceptor for student professional practice experiences
5. Development of new materials or technological advances

Service

CRITERION: Evidence of active participation in professional organizations, and institutional and community service activities

EVIDENCE may include:

1. Membership in the major local, national or international professional organizations for his/he field
2. Participation, as a session presenter or moderator, at one or more professional meetings each year
3. Serve as an occasional peer reviewer for articles in refereed professional/scientific journals
4. Attend committee and business meetings of professional associations
5. Membership on a department committee
6. Provide expert advice/materials for governmental hearing, media events, etc.
7. Individual or committee work with community agencies or groups related to his/her field

Associate Professor

Scholarship

CRITERIA: Evidence of being an emerging national or international leader in his/her field; Evidence of consistent and increasing ability to generate and disseminate new knowledge

EVIDENCE may include:

1. Ongoing performance for the scholarship criterion at the level of Assistant Professor, and
2. Authorship / editorship contributions to the scientific literature (textbooks, journal articles, special issues)
3. Authorship/ editorship contributions to the education literature (texts, book chapters, book reviews)
4. Principal investigator or co-investigator on at least one externally funded grant or project
5. Leadership role at professional/scientific meetings and/or scholarly activities of professional societies
6. Reviewer or editorial board member of professional/scientific journals recognized by the profession
7. Consistent submission of research funding proposals and maintenance of external support

Teaching and Mentoring

CRITERION: Evidence of consistent and increasing ability to teach effectively at the university level and of potential for educational leadership

EVIDENCE may include:

1. Ongoing performance in teaching for the criterion at the level of Assistant Professor, and
2. Service as course director
3. Innovative teaching, including creative approaches, new teaching/learning and assessment methods, and more effective ways of engaging students
4. Development of new courses or major redesign of existing courses
5. Recognition within the University as content expert in areas taught
6. Involvement in program and curriculum development
7. Participation in continuing education activities
8. Awards, prizes and other formal honors recognizing outstanding teaching, mentoring, advising, or service as a preceptor
9. Peer-reviewed publications on program and curriculum development, teaching, mentoring, advising, supervision of practicum, or internships

Professional Practice

CRITERION: Recognized excellence in professional practice

EVIDENCE may include:

1. Ongoing performance for the criteria at the level of Assistant Professor
2. Documentation of board certification, specialty certification, fellowship status, etc. as appropriate to one's profession
3. Invited speaker for in-service, professional practice rounds, community functions
4. Coordination of in-services or professional practice rounds
5. Representation of Rush at local, state and national meetings of practitioners
6. Participation in Rush and community health fairs and other community functions, internally and externally

Service

CRITERION: Evidence of consistent and increasing participation in professional organizations, and institutional and community service activities, with potential for leadership role(s)

EVIDENCE may include:

1. Ongoing performance for the criterion at the level of Assistant Professor
2. Hold fellowship or equivalent senior membership in at least one major professional organization
3. Hold committee, liaison or task force memberships in the major national professional organizations or government advisory panels and task forces
4. Hold leadership positions (officer, committee chair, task force chair) in local, national or international professional associations
5. Help organize, chair or present at invited or refereed sessions at local, national or international associations
6. Peer review panel or editorial board member for professional/scientific journal
7. Hold a leadership position on a college or university committee(s)
8. Participate in major institutional special activities such as program or university accreditation
9. Presentations and liaison to community groups related to his/her field
10. Presentations or submissions for governmental hearings or media events
11. Professional consultations to other organizations in his/her field

12. Participation with voluntary or governmental accreditation/licensing panel(s) for individuals or institutions (e.g., accreditation reviewer, site visitor, examiner)

PROFESSOR

Scholarship

CRITERIA: Evidence of being an established national or international leader in his/her field; Evidence of consistent ability to generate and disseminate new knowledge

EVIDENCE may include:

1. Ongoing performance for the criteria at the level of Associate Professor, and
2. Ongoing involvement as principal investigator or co-investigator in funded research, including service as principal investigator for at least one externally funded project
3. Invitations to speak at national or international professional/scientific meetings
4. Significant involvement as a mentor for scholarship within the college, university and/or profession

Teaching and Mentoring

CRITERION: Evidence of consistent and sustained ability to teach effectively at the university level, and demonstrated educational leadership

EVIDENCE may include:

1. Ongoing performance in teaching for the criterion at the level of Associate Professor, and
2. Recognition of content expert within and outside of the University
3. Leadership in program and curriculum development

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4. Leadership in continuing education activities within or outside of the University
5. Mentoring of junior faculty colleagues for teaching, mentoring and advising

Professional Practice

CRITERION: Recognized excellence in professional practice; Local, state, or national consultation on issues of professional practice

EVIDENCE may include:

1. Ongoing performance for the criteria at the level of Associate Professor
2. Instructor for continuing education of other practitioners
3. Invited consultant to other programs, professional associations or health care delivery organizations
4. Leadership in clinical practice task forces, standing committees, quality review committees, or groups focused on evidence-based practices
5. Local, state or national recognition for contributions to professional practice

Service

CRITERION: Evidence of consistent and sustained participation, and demonstrated leadership, in professional organizations, and institutional and community service activities

EVIDENCE may include:

1. Ongoing performance for the criterion at the level of Associate Professor
2. Service award or other recognition from a major professional organization
3. Officer or committee chair in the major national professional organization(s) or governmental advisory panel(s) most closely related to his/her field
4. Leadership in organizing local, national or international professional meetings
5. Editor or senior member of editorial board for professional journal(s)
6. Chair of college or university committee(s)
7. Lead major institutional special activities such as program or university accreditation

8. Establish and lead liaison activities with community groups or agencies
9. Leadership in government hearing or media events
10. Leadership with voluntary or governmental accreditation/licensing panel(s) for individuals or institutions

Primary sources for the definitions for scholarship, teaching & mentoring, professional practice, and service include:

Bozeman B and Feeney MK (2007). Toward a Useful Theory of Mentoring: A Conceptual Analysis and Critique. Administrative and Society 39(6):719-739.
Collins Thesaurus of the English Language (2002).

Daloz LA (1990). Effective Teaching and Mentoring, San Francisco: Jossey Bass.

Kolb DA and Kolb AY (2005). Learning Styles and Learning Spaces: Enhancing Experiential Learning in Higher Education. Academy of Management Learning and Education 4(2):193-212.

Merriam-Webster Dictionary (1999).

Noddings N (1997). A Morally Defensible Mission for Schools in the 21st Century. In Transforming Public Education: A new Course for America's Future. Clinchy E, Ed., NY Teacher's College Press.

Schofield K (1999). The Purpose of Education. In "Queensland State Education" (conference papers).

CHS Senior Faculty Appointments and Promotions Calendar

Actions	Deadlines
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1. Faculty member submits completed dossier to department chairperson	October 1
2. Chairperson reviews materials and contacts external reviewers. Sends reviewers Rush policy and procedure for promotion criteria. Gives reviewers a deadline for return of review.	Send out to external reviewers by October 15. Establish a December 15 deadline for return of reviews.
3. Chairperson gathers all info from above and submits to Department Advisory Committee (DAC) committee for review and vote (if department has DAC)	DAC completes reviews by January 15
4. If vote is positive and chairperson agrees, chairperson sends completed dossier with Chairperson letter of support and letters of reference to the Chair of COSFAP	Dossier to Chair of COSFAP within 4 weeks of DAC decision
5. Chair of COSFAP reviews for completeness and schedules review meeting with committee	To COSFAP committee for review within 3 weeks of receipt of dossier
6. COSFAP reviews dossier and votes. Send recommendation to dean	COSFAP review completed within 5 weeks of receipt of dossier.
7. Dean reviews all documents and where indicated, forwards recommendation to Provost	Letter to Provost within 3 weeks
8. Provost reviews. If approves, sends letter to candidate with a copy to dean and departmental chairperson	Provost decision no later than June 30 th .

Dossier Compilation

Below are the components required to be included in the dossier for promotion:

Candidate Responsibilities

- Letter to chairperson requesting promotion/appointment
 - Indicate requested rank and tenure status(as appropriate)
 - Justification - why he/she feels such a promotion/appointment and tenure is justified based on criteria outlined above
 - Services candidate expects to provide to the College
- Completed Form 600
- Current CV
- Submit copies of at least 3 publications/major scholarly endeavors
- Evidence of teaching effectiveness (if applicable) including copies of recent course evaluations
- Provide the Department Chairperson with the names and titles/degrees of suggested individuals to provide letters of evaluation for the candidate, their expertise, and the nature of the association with the candidate
 - Minimum of 3 letters of evaluation required (additional letters may be used to support the application but are not necessary)
 - Letters of evaluation are those from individuals outside the institution
 - Letters should be from individuals at or above the candidate's requested rank
 - At least one letter of evaluation should be from an individual who has not worked directly or published with the candidate
- Completed attestation form

Chairperson Responsibilities

- Obtain letters of evaluation from at least 3 outside colleagues willing to provide evaluation (additional letters may also be used to support the candidate's application but are not necessary). See Appendix A for Chairperson resources to assist with this process

- Letters of evaluation are those from individuals outside the institution
- Letters should be from individuals at or above the candidate's requested rank
- At least one letter of evaluation should be from an individual who has not worked directly or published with the candidate
- The Department Chairperson will provide a letter of recommendation which, in turn, will include the following:
 - Exact rank and tenure status for which the candidate is recommended
 - Outline of the percentage of time devoted to each criteria/function by the candidate
 - The letter should address the following criteria and provide evidence of excellence where possible:
 - Academic/Professional Credentials (degrees, certification, licensure)
 - Teaching (supporting information such as experience, course directorship/faculty preceptorship, teaching awards, evaluations by students/peers counseling/advising, invited lectureships, etc.)
 - Scholarship (identification of publications, especially those in refereed journals; audiovisual materials and computer programs; principal or co-investigator for grant or project with scholarly outcomes; journal reviewing or editorial service; presentation/leadership at professional/scientific conferences, etc.).
 - Operational activities (recognized excellence in direct and indirect patient care)
 - Professional/institution/community service: Evidence of membership in professional societies, department/college/university committee or task force membership; active participation in community activities.
 - A summary statement indicating the candidate's past service and anticipated contributions to the Department, College, and University
- Submit the completed dossier to the Chair of COSFAP in electronic form in accordance with the Senior Faculty Appointments and Promotion Calendar. Submission should be in one, organized document.

New Hire Appointment and Promotion

New Hire Senior Faculty Appointment and Promotion Calendar

Actions	Deadlines
1. Candidate submits completed dossier to department chairperson	Submission 8 weeks prior to desired appointment NOTE: A longer time frame is required to consider a promotion
2. Chairperson reviews materials and notifies COSFAP Chair a. Contacts external reviewer if promotion is requested. Sends reviewers Rush policy and procedure for promotion criteria. Gives reviewers a deadline for return of review.	Complete within 1 week after receipt of dossier Send out to external reviewers a realistic return date.
3. Chairperson gathers all info from above and	DAP completes review within 1

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submits to department DAP committee for review and vote	week after receipt of dossier
4. If vote is positive and chairperson agrees, chairperson sends completed dossier with Chairperson letter of support and letters of reference to the Chair of COSFAP	Chairperson completes review within 1 week after receipt of dossier
5. Chair of COSFAP reviews for completeness and schedules review meeting with committee	COSFAP Chair completes review and schedules meeting to review within 1 week after receipt of dossier
6. COSFAP reviews dossier and votes. Send recommendation to dean	COSFAP completes review within 1 week after receipt of dossier
7. Dean reviews all documents and where indicated, forwards recommendation to Provost	Dean completes review within 1 week after receipt of dossier
8. Provost reviews. If approves, sends letter to candidate with a copy to dean and departmental chairperson	Provost completes review within 1 week after receipt of dossier

This process outlines the expectations of all parties in the event a new hire is being seeking a senior appointment rank at time of hiring. Please also refer to the New Hire Appointment and Promotion flowsheet at the end of this document.

Dossier Compilation

Candidate Responsibilities

- Letter of Application or letter to Chairperson that summaries background specific to criteria
- Current CV

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- Completed Form 600
- Assessment of teaching effectiveness (if applicable per role)
- ****For new hire with request for promotion to new rank**** Provide the Department Chairperson with the names and titles/degrees of suggested individuals to provide letters of evaluation for the candidate, their expertise, and the nature of the association with the candidate
 - Minimum of 3 letters of evaluation required (additional letters may be used to support the application but are not necessary)
 - Letters of evaluation are those from individuals outside the institution
 - Letters should be from individuals at or above the candidate's requested rank
 - At least one letter of evaluation should be from an individual who has not worked directly or published with the candidate

Chairperson Responsibilities

- The Department Chairperson will provide a letter of recommendation which, in turn, will include the following:
 - Exact rank and tenure status for which the candidate is recommended
 - Outline of the percentage of time expected to be devoted to each criteria/function by the candidate
 - The letter should address the following criteria and provide evidence of excellence where possible:
 - Academic/Professional Credentials (degrees, certification, licensure)
 - Teaching (supporting information such as experience, course directorship/faculty preceptorship, teaching awards, evaluations by students/peers counseling/advising, invited lectureships, etc.)
 - Scholarship (identification of publications, especially those in refereed journals; audiovisual materials and computer programs; principal or co-investigator for grant or project with scholarly outcomes; journal reviewing or editorial service; presentation/leadership at professional/scientific conferences, etc.).
 - History of Operational activities (recognized excellence in direct and indirect patient care from prior employment)
 - History of professional/institution/community service: Evidence of membership in professional societies, department/college/university committee or task force membership; active participation in community activities.
- Chairperson will seek a recommendation from the Department Advisory Committee (as appropriate) and include in candidate's dossier

COSFAP Procedures

Policies and procedures related to the faculty appointments and promotions process and the functions of the COSFAP are found in the **Policies and Procedures for Faculty Governance for CHS**.

COSFAP officers include the Chairperson, Vice-Chairperson and the Secretary. Their responsibilities are outlined below.

1. **Chairperson** responsibilities:

- Determine the agenda for meetings
- Complete preliminary review of dossier to determine that all required elements have been provided. Communicate with Department Chairperson and/or candidate as necessary to ensure completion
- Call special meetings as required
- Keep the Dean informed of all Committee meetings
- Prepare the final report concerning decisions of final actions (FORM 601). The report will be kept in the COSFAP files and sent to the Dean.
- Maintain electronic copies of all committee files and dossiers in the COSFAP folder on the Rush University computer network

2. The **Vice Chairperson** will serve as Chairperson of the Committee in the absence of the Committee Chairperson.

3. The **Secretary** of the Committee will perform the following functions:

- Record and distribute the minutes of all Committee meetings to Committee members.
- Copy and distribute information to COSFAP members and the Chair as needed.
- Distribute schedule of COSFAP meetings for the year to the Committee
- Maintain complete Committee files/records.

4. All **Committee members** will perform the following functions:

- Maintain confidentiality in the performance of all functions
- Participate in all scheduled meetings
- Complete tasks assigned by the Chair as needed

APPENDIX A Chairperson Resources

A helpful resource for writing promotion and tenure letters can be found at: <https://education.fsu.edu/wp-content/uploads/2015/06/Guidelines-for-Writing-Promotion-and-Tenure-Letters.pdf>

Additionally a sample letter to request external referees for promotion is provided below.

To

Date

Dear XXX,

We are recommending _____, Assistant Professor in the Rush University, College of Health Sciences Department of _____, for promotion to the rank of Associate Professor and seek your assistance in providing a letter of reference regarding his/her professional eligibility to merit promotion. It is our policy to obtain external references to assist the Senior Faculty Appointments and Promotions committee, the Dean, and the University Provost in the evaluation of a candidate's qualifications.

I have attached a signed copy of this letter, a copy of the candidates' CV and promotion statement, and a copy of our College's promotion criteria, for your reference.

Please discuss _____'s achievements in the areas of scholarship (including research and publications), teaching effectiveness, and professional service contributions, especially with reference to his/her most recent work. It would be important to know whether your opinion is based on personal observation. We would appreciate your comparing _____'s work to other in the field at a comparable career stage and your analysis of _____'s scholarly credentials, including your assessment of his/her potential to achieve leadership in his/her academic discipline. Your assessment should also address the likelihood that _____ would qualify for a similar appointment at your institution.

In writing your letter, please include your title, rank, and tenure status and whether you have had a prior relationship with the candidate (If not, clearly state: "No prior relationship". If yes, clearly state nature of prior relationship).

We would appreciate your letter by _____. Your letter of reference will be kept confidential within the College Dean's Office and the University Faculty Affairs Office. Please acknowledge receipt of this request and verify if you are willing to provide _____ with a letter of reference. *Continued ...*

Thank you for your assistance in this evaluation. Please address your response to:

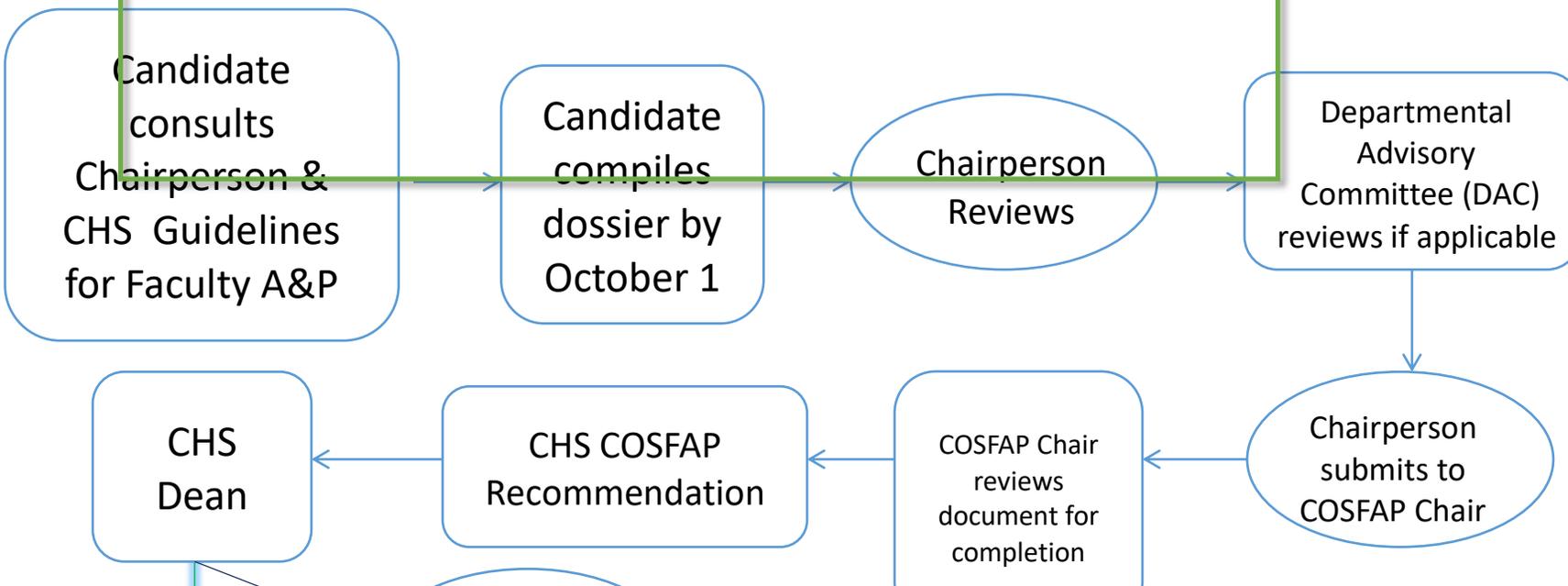
Chairperson Name
Rank and Title
Department
Rush University
600 S. Paulina Street
Chicago, IL, 60612

Thank you for your assistance in this evaluation, we appreciate your input regarding _____'s professional qualifications.
Do not hesitate to contact me if you have any questions.

Sincerely,

Chair Name
Department

APPENDIX B CHS Senior Faculty Promotion Procedure



APPENDIX C

CHS Senior Faculty Appointment Procedure for New Hires

