

THE PENNSYLVANIA STATE UNIVERSITY

COLLEGE OF MEDICINE

DEPARTMENT OF SURGERY

**CRITERIA FOR APPOINTMENT AND PROMOTION
ON TENURE AND FIXED TERM TRACKS**

The College of Medicine's mission is to educate medical and graduate students, postdoctoral scholars, and residents, to develop research programs for the advancement of medical and scientific knowledge, and to provide a range of fully integrated patient care. In the discussion of tenure/fixed-term promotion, it is important to consider these missions and distinguish the differing roles that faculty members are required to fulfill.

To be considered for tenure/fixed term promotion, a faculty member of the College of Medicine should have demonstrated accomplishments in (1) the scholarship of teaching and learning; (2) the scholarship of research and creative accomplishments; (3) service, and the scholarship of service to the University, society, and the profession and (4) patient care, when applicable. The essential element in these accomplishments must be scholarship which is defined as the thoughtful discovery, transmission, and application of knowledge¹. The College of Medicine encourages and supports collaborative and interdisciplinary research consistent with the University Strategic Plan². The proportion of these accomplishments in each of the four missions, and the emphasis in their evaluation for any individual faculty member should initially be in accordance with the agreed on allocation of effort stated in the faculty member's letter of offer or in the subsequent annual HR40 documents.

Competence must be demonstrated in all of the areas of job responsibility. While faculty members are expected to perform well in all categories, clearly demonstrated professional excellence and/or sustained contribution in at least two areas must be achieved for both tenure and fixed-term members. In general, primary emphasis and assessment will be placed on contributions to the scholarship of teaching, research, and/or patient care.

CRITERIA FOR APPOINTMENT AND PROMOTION

- I. **Assistant Professor** – Appointment to this rank will be based on the following criteria:
- Completion of doctoral and postdoctoral training.
 - Satisfactory recommendations from individuals who know the candidate's work. At least one letter must come from a senior mentor at the previous place of training or employment whether that employment was as a resident or postdoctoral trainee.
 - For all clinicians, appointment as an Assistant Professor requires meeting American Board of Medical Specialties (ABMS) or equivalent requirements to enter the process for the appropriate specialty board certification or the equivalent.

The faculty member must have demonstrated an interest in and the potential to excel in one or more of the (1) the scholarship of teaching and learning; (2) the scholarship of research and creative accomplishments; (3) service, and the scholarship of service to the University, society, and the profession and (4) patient care, when applicable.

II. Associate Professor – Appointment or promotion to this rank will be based on the following criteria:

- Demonstration of the ability to effectively teach medical students, graduate students, postdoctoral scholars or residents, as well as to participate in the administrative duties and the intellectual life of the University.
- Performance of scholarly activity and the dissemination of the results of that activity in the form of publications, presentations at regional or national meetings or patent application.
- Evidence of mastery and a degree of independence in a field as demonstrated by acknowledgement of their work by his/her peers. For the clinician, this shall also include appropriate ABMS or equivalent board certification.
- Establishment of a regional reputation in their discipline as manifested by membership in regional and national professional specialty societies, and presentation at local, regional and national meetings and holding office or membership in committees of national organizations.

III. Professor – Such appointment or promotion will be based on the following criteria:

- Demonstration of excellence in (1) the scholarship of teaching and learning; (2) the scholarship of research and creative accomplishments; (3) service, and the scholarship of service to the University, society, and the profession and (4) patient care, for clinicians.
- Evidence of recognized leadership in a discipline and evidence of continuing productivity manifest by additional dissemination of scholarly activity in the form of publications, presentations at regional, national or international meetings, successful peer-reviewed funding of scholarly activities or patent application.

- Evidence of a national reputation as demonstrated by membership in study sections, advisory groups, prestigious professional societies, as well as the receipt of awards, prizes, and other notable scholarly achievements

SPECIFIC CRITERIA

- I. The evaluation of the ***Scholarship of Teaching and Education*** will be based upon student input and faculty information pertaining to the candidate's quality of teaching. The Committee will specifically look at:
 - Lists of courses taught in student and resident instruction at Penn State for each semester with enrollments in each course as concisely as possible.
 - List of courses and workshops taught in support of outreach-based instruction, including continuing and distance education, service learning courses, international programs, cooperative extension programs and clinical assignments at Penn State.
 - List the nature of advising responsibilities and the names of student or resident advisees.
 - Concise compilation of results of student and resident evaluation from multiple sources and documented evaluation of candidate's programs, activities, and skills in relating to clientele.
 - Faculty input concerning the evaluation for teaching effectiveness, including any statements from colleagues who have visited the candidate's classroom and evaluated his or her teaching, or who are in good position to evaluate outreach-based instruction or advising.
 - Peer review shall consider a range of teaching activities including, but not limited to, the development of materials such as case studies and class assignments, course of teaching portfolios, advising, research collaboration, and graduate student mentoring.

- Statements from administrators which attest to the candidate's teaching and advising effectiveness.
- Evidence of student and resident and/or outreach-based teaching and advising effectiveness (e.g., performance of students in subsequent courses, tangible results and benefits derived by clientele; recipient of teaching awards).
- Supervision of other graduate and undergraduate dissertations, theses, projects, monographs, performances, productions, and exhibitions required for degrees; types of degrees and years granted.
- Supervision of other undergraduate research.
- Teaching materials available as supplementary materials, including such items as case studies and teaching portfolios that, if voluminous, are to be kept in the Office of the Chair.
- Membership on graduate degree candidates' committees.

II. The evaluation of the ***Scholarship of Research and Creative Accomplishments*** will be based upon:

- Research and scholarship publications and creative accomplishments such as patents and original surgical techniques.
- Papers presented at technical and professional meetings (meeting and paper titles).
- Record of participation in seminars and workshops (short description of activity, with titles, dates, sponsor, etc.); indication of role in seminar or workshop, e.g. student, invited participant, etc.

- Description of outreach or other activities in which there was significant use of candidate's expertise (consulting, journal editor, reviewer for refereed journals, peer reviewer of grants, speaking engagements, services to government agencies, professional and industrial association educational institutions, etc.).
- Funded projects, grants, commissions, and contracts (title, dates inclusive, funding agency, amount):
 1. Completed
 2. In progress
 3. Proposed
- Other evidence of research or creative accomplishments as appropriate (patents, new product development, etc.).
- Record of pursuit of advanced degrees and/or further academic studies (dates and institution).
- Record of membership in professional and learned societies and any positions held within that organization.
- Description of new courses and/or programs developed, including service learning and outreach courses.
- Description of new computer software programs developed.
- Description of new methods of teaching established courses and/or programs with formal evaluations.
- List of honors or awards for scholarship or professional activity.
- List of grants and contracts for improvement of instruction, with an indication of the candidate's role in preparing and administering the grants and contracts.

- Applications of research scholarship in the field including new applications developed and tested; new or enhanced systems and procedures demonstrated or evaluated for government agencies, professional and industrial associations, educational institutions, etc.
- Technology transferred or adapted in the field.
- Technical assistance provided.
- Other evidence of impact in society of research scholarship and creative accomplishments.

III. ***Service and the Scholarship of Service to the University, Society and the Profession*** will be evaluated by assessing:

- Service to the University
 - Record of committee work at campus, college, department and University levels.
 - Participation in campus and/or University-wide governance bodies and related activities.
 - Record of administrative support work (college representative, etc.).
 - Record of contributions to the University's programs to enhance equal opportunity and cultural diversity.
 - Assistance to student organizations.
 - Record of formal activities that enhance the clinical outcome of patients cared for at The Penn State Hershey Medical Center
 - Other

- Service to society as a representative of the University (limit the list to those activities that use the candidate's professional expertise)
 - Participation in community affairs.
 - Service to governmental agencies at the international, Federal, state, or local levels.
 - Service to business and industry.
 - Service to public and private organizations.
 - Service to citizen/client groups.
 - Testifying as an expert witness.
 - Other (e.g. participation in task forces, authorities, meetings, etc. of public, nonprofit, or private organizations).

- Service to the discipline and to the profession
 - Organizing conferences, service on conference committees.
 - Active participation in professional and learned societies (e.g. offices held, committee work, and other responsibilities).

IV. ***Patient Care*** will be evaluated by assessing:

- Listing by year the number of major and minor cases done.
- Listing by year the number of new and return outpatients seen in clinic.
- Listing by year the RVUs generated.
- Listing by year the RVUs stratified for the percent effort expended on patient care, compared to Academic Health Center data at the 25th, 50th, 75th or 100th percentile.
- Listing by year the patient satisfaction evaluations.
- Evidence of satisfactory interaction with medical staff.

- Peer evaluations.
- Development of new patient services, service lines or clinical programs.

The Department of Surgery P&T Committee should consist of at least three members, all tenured faculty, at the rank of full Professor with at least one tenured Associate Professor. A larger odd numbered Committee is desirable but should not exceed 7 members.

- An Associate Professor may not vote on candidates for promotion to Professor of Surgery.
- Any member of the Departmental Promotion and Tenure Committee with a potential conflict should recuse her/himself from the discussion and vote.
- Committee recommendations are based on a majority vote. A single report will reflect the Committee decision. If a minority opinion is expressed, it will be included in the single report.
- The Report of the Departmental Promotion and Tenure Committee, with the completed dossier is sent to the Dean's Office. Candidates holding fixed term appointments will receive a letter from the Dean regarding the outcome. Those on the tenure track will receive a letter from the President of the University regarding the outcome.

1. UniSCOPE 2000: A Multidimensional Model of Scholarship for the 21st Century. Penn State University, 2000, P2.
2. *Priorities for Excellence: The Penn State Strategic Plan, 2009-10 through 2013-14, Goal 2:2.2*

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