

Health Policy and Management Program

Guidelines for Promotion and Tenure

Approved [CART] November 2017

New faculty appointments

In hiring new tenure-track faculty, the Health Policy and Management Program will carefully consider applicants' teaching and professional credentials. All tenure-track appointees to the program must possess, or expect to complete a terminal degree in the field prior to the beginning of their first academic year at the College. Terminal degrees include an earned doctorate in a relevant field, or for candidates who will teach health law at the college, a Juris Doctorate (JD).

The program expects that prospective faculty will demonstrate evidence of, or the potential for, excellence in the areas of teaching, scholarship and publication and service (see Faculty Handbook § 3.4.1-3.4.2). Candidates for a faculty position will be expected to meet with a focus group of students in the program and deliver a lecture appropriate for a mixed audience of students and faculty during their on-campus interview. All prospective faculty will be provided with a copy of these tenure and promotion guidelines during the on-campus interview process.

Annual review of tenure-track (probationary) faculty

A probationary faculty member will be evaluated in several ways each academic year. Each probationary faculty member must submit the following items to the program director:

- A short narrative of research, teaching and service activities and a copy of the faculty member's current *curriculum vitae*
- Copies of syllabi for all courses taught
- A copy of the faculty member's teaching and advising schedule to facilitate collaboration and communication in the program
- Student teaching evaluations for each course section

Probationary faculty will receive an annual written evaluation by the program director. This evaluation is designed to nurture faculty development and growth and will highlight both areas of strength and opportunities for improvement. No formal evaluation will be scheduled during the first semester of a faculty member's appointment at the College. In lieu of formal evaluation, during their first term, new

faculty should consult with tenured members of the program about pedagogy, evaluation standards, and advising responsibilities. To permit new faculty adequate time to develop their courses and research agenda, the program does not encourage first year faculty to assume positions on standing committees, to teach course overloads, or to engage in outside work. Beginning in the second semester at the College, the program director and/or tenured members of the faculty will conduct at least one (and no more than three) classroom visits per semester to evaluate the teaching performance of the probationary faculty member. Written evaluations of classroom visits will be shared with the probationary faculty member. All probationary faculty will receive a thorough review of their work to date at the end of their third year to provide useful feedback on their teaching, scholarship, and service prior to the tenure/promotion process. As part of this review, faculty will receive a formal written evaluation of their performance by the program director, and will be encouraged to comment/respond to the feedback provided. A copy of this annual review will be shared with the Dean of the School of Professional Studies.

Expectations of tenured and tenure-track (probationary) faculty

Teaching

The Health Policy and Management Program expects excellence in teaching from its faculty and the evaluation of teaching is important to both tenure and promotion decisions. The characteristics of successful teaching include: a clear grasp of the subject matter and effectiveness in teaching it; thorough preparation and organization of class material; respect for students; and familiarity with a variety of pedagogical techniques to engage students in active learning.

Scholarship

The Health Policy and Management Program expects faculty to remain actively engaged in the production and dissemination of new knowledge. An individual's level of such activity will be considered in both tenure and promotion decisions. The evaluation process will consist of judgments about both the quantity and quality of scholarly work by members of the ordinary faculty in the program. In the case of promotion in rank, evaluations shall focus on works completed by the faculty member since appointment or promotion to his or her current rank. During their third year, a probationary faculty member will be expected to prepare a presentation of current research for HPM program faculty.

Service

The Health Policy and Management Program expects faculty members to actively engage in service. There are a variety of types of service that can be acknowledged in the tenure and promotion processes. These include service to the program, service to the College, and service to the community and profession.

Criteria for evaluation

Applicants for promotion and tenure must satisfy the minimum standards outlined in the **Faculty Handbook** (see § 3.4.1-3.4.2 and § 3.5.3). Expectations for both tenure and promotion to the rank of associate professor include:

1. Documented evidence of teaching excellence. At a minimum, this must include copies of syllabi from courses taught since joining the faculty, samples of student assignments and activities, course materials, and if available, peer evaluations. Candidates are encouraged to use the guidelines provided by CART to prepare their materials for submission.
2. The Health Policy and Management Program expects that applicants for tenure and promotion will provide evidence of continued scholarly development. A candidate for tenure and promotion to the rank of associate professor is expected to author a minimum of three objective peer-reviewed scholarly articles or a book in press as an assistant professor at Providence College. The quality and reputation of the journals and/or publishers where the applicant's work appears will be considered by the faculty in evaluating candidacy for promotion. Self-published or vanity press works will not receive consideration in the promotion decision.
3. Documented evidence of ongoing scholarly productivity. The program expects faculty to publish the results of their work in peer-reviewed academic journals, edited volumes, or as chapters in peer-reviewed edited collections. Books published with a reputable press (excluding self-published work) will be accorded the most weight in tenure and promotion decisions, followed by peer-reviewed works in scholarly journals. Candidates for tenure & promotion should provide evidence of the selectivity and impact of academic journals which publish their work. In addition to academic journals and scholarly books, the following products are also defined as appropriate indicators of scholarship. If an applicant has not published three peer-reviewed articles, s/he may substitute an equivalent combination of the following:
 - Chapters in edited books
 - Textbooks and cases for classroom use
 - Public and engaged scholarship
 - Book reviews and review essays
 - Papers presented at national or regional conferences

- Reports commissioned by public or private organizations
 - Grant-writing
4. Documented evidence of service to the program, the College, and the larger community. The following list is illustrative, not exhaustive, of service contributions. The evaluation of an individual's service contributions should take account of the extent and quality of service. Examples of service include:
- a. *Service to the program*, including organizing/participating in extracurricular lectures, seminars, and other events; curriculum development and new course proposals; grants-writing on behalf of the program; service as program director; advising the student health policy club; serving as library liaison; representing the program at college functions and events (e.g., Family Day, Major-Minor Fair); service as the program's electronic publishing coordinator. Faculty must present data on the number of students enrolled in their courses each term and the number of advisees assigned to them during each academic year. Examples of a faculty member's commitment to advising activities (e.g., writing letters on behalf of students for admission to graduate study) may also be included in an applicant's dossier.
 - b. *College service*, such as participation in college-sponsored academic events; service on college committees; Faculty Senate membership; chairing a college or Senate committee; program director or administrative appointment; Faculty Senate Officer.
 - c. *Service to the community*, including doing research for communities, providers, or public agencies; serving in official capacities in community agencies based on one's expertise and in areas outside one's academic expertise.
 - d. *Service to the profession*, such as moderating discussion groups on the Internet; serving as an officer or committee member in national or regional organizations; editing or serving on the board of a professional journal; reviewing articles or book manuscripts for publication.

Promotion in Rank: Probationary (tenure-track) Faculty

Beginning in 2015, with the publication of the 11th edition of the College's Faculty Handbook, the tenure and promotion process to the rank of associate professor for probationary faculty is now linked (see § 3.5.4). All probationary faculty will be informed of their eligibility to apply for linked tenure & promotion by the Office of

Academic Affairs prior to June 1; candidates will have until January 15 to submit their materials for initial review by the director and program faculty.

Process

During the academic year in which the tenure decision is to be made, probationary faculty members are responsible for assembling a dossier that provides evidence of achievement in the areas of teaching, research and service in light of the language contained in the **Faculty Handbook** on the qualifications for tenure (see § 3.5.3). This dossier shall be available for all ordinary faculty in the program to review no later than January 15th of the year s/he shall be considered for tenure.

Candidates for tenure will be evaluated on teaching, scholarship and service by eligible program faculty using the ballot forms provided by the Office of Academic Affairs (see **Faculty Handbook** Appendix E). Prior to this vote, the probationary faculty member may present additional information and/or make him/herself available for comments and questions. All members of the ordinary faculty in the program will have the opportunity to supply additional comments and evaluations regarding the probationary faculty member's suitability for tenure. The program director shall report the results of the faculty vote along with their own evaluation to the Dean. The results of the balloting (not the actual vote) will be shared with the probationary faculty member, who will also be provided with a copy of the program director's recommendation to the Dean.

External Letters

Applicants must obtain external letters from colleagues at other institutions who are familiar with their research in support of their application for promotion in rank. Candidates will provide a list of colleagues in their discipline from peer institutions who can place their scholarship into a broader context. The program director will invite two or more individuals from this list to prepare an external review of the candidate's tenure and promotion materials.

Promotion in Rank: Tenured Faculty

Faculty members who are eligible and wish to apply for promotion in rank must notify the program director of this intention and provide a complete dossier to the program director by the deadline dictated by their terms of service. It is the responsibility of the applicant to create a complete dossier for the Office of Academic Affairs and to supply sufficient copies of the file for members of the Committee on Academic Rank and Tenure (CART). This file should include evidence of scholarly research and publications, teaching effectiveness and college and community service in accordance with the language of the **Faculty Handbook** on criteria for promotion in rank (see § 3.4.1-3.4.2 for general requirements). Applicants for promotion should prepare a narrative that describes their teaching philosophy; reviews published

research and work in progress; discusses future scholarly plans; and details their service to the program, the college, and the larger community.

When an application is made, the program director will inform members of the program of the request(s) and set a date for a meeting prior to the program deadline to discuss the applicant's credentials and to conduct a vote by secret ballot. All materials relevant to the promotion consideration, including letters of recommendation, must be available to program faculty in advance of this meeting. Prior to this meeting all members of the program will review the candidate's application materials and provide comments to the program director. After careful deliberation, a secret ballot will be conducted among all eligible members of the program to evaluate the candidate in the areas of teaching, scholarship and service on the forms provided by the Office of Academic Affairs. Following this vote, the program director shall report the results to the Dean on report forms provided and offer their own evaluation of the candidate. The results of the balloting (not the actual vote) will be shared with the candidate, who will also be provided with a copy of the program director's recommendation to the Dean. The Dean will then forward their recommendation to the Provost, who will bring the candidate's case before the Committee on Academic Rank and Tenure, as outlined in the Faculty Handbook, § 3.4.4.

Promotion to the rank of full professor

Eligibility

As outlined in the Faculty Handbook §3.4.2, for promotion to the rank of professor, the faculty member shall have a minimum of five years' experience in the rank of associate professor.

Expectations

The Health Policy and Management Program expects that applicants for promotion to the rank of full professor will provide evidence of *distinguished* achievement (see **Faculty Handbook**, §3.4.2) in teaching, research, and service. A candidate for promotion to the rank of professor will be expected to author a minimum of four objective peer-reviewed publications beyond those published for promotion in rank to associate professor. The quality and reputation of the journals and/or publishers where the applicant's work appears will be considered by the faculty in evaluating their candidacy for promotion. Self-published or vanity press works will not receive consideration in the promotion decision. In addition to academic journals and scholarly books, the following products are also defined as appropriate indicators of scholarship. An applicant who has not published four objective peer-reviewed articles may substitute one of the following products for one of these articles:

- Chapters in edited books

- Textbooks and cases for classroom use
- Public and engaged scholarship
- Book reviews and review essays
- Papers presented at national or regional conferences
- Reports commissioned by public or private organizations
- Grant-writing

For promotion in rank to full professor, the program director will consult with the candidate and invite three outside reviewers to read and evaluate the candidate's scholarly record in light of the specific language in the **Faculty Handbook** for this promotion. The candidate may invite additional reviewers to comment on the file, but at least two of the reviewers must be acknowledged as qualified for review in the candidate's areas of specialization.