UNIVERSITY OF GEORGIA

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University Council

To: President Jere W. Morehead

Re: Recommendations of the University Council from the April 26, 2023, Meeting

Document Number: 2023.04.26.13

Issue: A proposal from the Faculty Affairs Committee for revisions to the UGA Guidelines for Appointment and Promotion of Clinical Faculty.

Discussion: None.

Action: The vote was called, and the proposal was approved.

Submitted by: Fiona Liken
Fiona Liken, Secretary

5/1/23
Date

- [x] Approved
- [ ] Reconsider
- [ ] Vetoed (see attached explanation)
- [ ] Received

Jere W. Morehead, President

5/17/23
Date

GUIDELINES FOR APPOINTMENT AND PROMOTION OF CLINICAL FACULTY

GLOSSARY

Academic Unit - A promotion-tenure granting unit that can be either a department or a school/college as defined in the
University of Georgia Guidelines for Appointment, Promotion and Tenure.

Academic Unit Head – Department head or dean of the academic promotion-tenure granting unit.

Clinical Appointment and Promotion Unit (CAPU) – An approved *Clinical Faculty Appointment and Promotion Unit* located in an academic department reporting to the department head or in a school/college reporting to the dean.

Clinical Appointment and Promotion Unit (CAPU) Criteria – The comprehensive discipline-specific written documentation created by the faculty within the CAPU that describes in detail the expectations that must be met before a candidate may be promoted to Clinical Assistant Professor, Clinical Associate Professor or Clinical Professor. These criteria must be in writing, must be accepted by the faculty in the CAPU, and must be approved by the CAPU head and dean of the school/college and by the Senior Vice President for Academic Affairs and Provost. Any revision to the CAPU criteria must be reviewed and approved by the dean of the school/college and by the Senior Vice President for Academic Affairs and Provost. The CAPU must use the written criteria that the appointment units have established and have been approved by the Provost for promotion review.

Clinical Appointment and Promotion Unit (CAPU) Head – The academic unit head (department head or dean) responsible for administration of the CAPU including appointment, promotion, and other reviews of clinical faculty.

Critical Mass –The number of clinical faculty members required to comprise a CAPU separate from the academic unit. A critical mass is defined as five clinical faculty members with at least three at rank of clinical professor.

Tenure Track Faculty – This term often is used in an inclusive fashion and may describe both untenured and tenured faculty members as defined in the *University of Georgia Guidelines for Appointment, Promotion and Tenure*.

GENERAL CRITERIA

Most professional programs require the use of practitioners in the field to prepare students for the practice of their profession. To that end, clinical faculty at the University of Georgia are educator-practitioners in the health and other professions who have a background in their disciplinary area and who practice the discipline in a work setting. The goal of these positions is to enhance the academic and professional development of students in support of the teaching and service missions of the institution. These faculty are typically involved in the supervision of clinical training of students, interns, and/or

residents, continuing professional education, university, school/college and departmental committees, and local, regional, and national professional organizations.

Clinical faculty must meet various standards for professional employability, depending on the discipline, to teach in the professional setting and maintain a balance between teaching, scholarship and service different from that of the tenure track faculty. Because there is generally less time for the type of traditional research carried out by tenure track faculty, scholarship of clinical faculty is usually focused on professional practice improvements or advancement of teaching in the professional setting, although these faculty may also engage in various types of research projects that are directed toward advancing instruction, the profession and/or practice, including Student Success Activities, as appropriate.

Clinical faculty at the University of Georgia are members of the Corps of Instruction. Graduate faculty status may be granted to clinical faculty depending on the nature of the candidate's qualifications and assignment as allowed by the policies of the Graduate School and of the appointment unit. Clinical faculty, although non-tenure track, are full members of the faculty of the University and, with the exception of appointment, promotion and tenure of tenure track faculty and other tenure-related issues, will be given the same voting rights and benefits as those afforded tenure track faculty including school/college and university-level faculty committee service as allowed by University Council and support for internal and external research funding as allowed per the policies and guidelines of the Office of the Vice President for Research.

The appointment and promotion process for clinical faculty follows the same principles established in *the University of Georgia Guidelines for Appointment, Promotion and Tenure* including:

- Faculty Development
- Principle of Flow
- Deference to Decisions of Colleagues Closest to the Discipline
- Development and Use of Criteria at the Promotion Unit Level
- Development and Use of Bylaws and Procedures at the Unit Level

All provisions of Section 8.3.8 of the Board of Regents' Policy Manual apply to the employment of clinical faculty. In addition, the following stipulations apply:

A. The appointment and promotion of non-tenure track clinical faculty are based on the experience and background of the candidate as well as the instructional and/or service needs of the unit. The expectations for scholarly contributions will be different for these faculty members than for those faculty members on tenure track.

B. The candidate must hold an appropriate terminal degree, or in rare and extraordinary circumstances, qualification based on demonstrably successful related experience. Any exception to this terminal degree requirement must receive <u>prior</u> approval of the Provost.

C. The candidate must hold, or be eligible to obtain, as applicable, board or other certification in the profession/discipline in which the individual will provide clinical service. Any exception must be approved by the Department Head, Dean and Provost <u>prior</u> to appointment.

D. Clinical faculty are not in a tenure-track position and are not eligible for consideration for the award of tenure.

E. Transfers from clinical to tenure track shall only occur in exceptional circumstances and must meet all requirements for faculty appointment to the tenure track rank, including faculty appointment vote and compliance with AAPM 1.09 appointment procedures.

SCHOLARLY CONTRIBUTIONS

Clinical appointment and promotion are based upon a candidate's performance in the assigned area(s) of responsibility consistent with the position description and criteria for the respective rank as outlined in these Clinical Guidelines.

Criteria for appointment and promotion of clinical faculty, including standards and examples of supporting documentation for contributions to teaching research and service, including Student Success Activities, as appropriate, follow the *University of Georgia Guidelines for Appointment, Promotion and Tenure*. In addition, the individual clinical appointment and promotion unit criteria will further define standards for scholarship and provide examples of additional supporting documentation appropriate for the disciplinary area (CAPU criteria).

CLINICAL APPOINTMENT AND PROMOTION UNIT (CAPU)

An academic unit must receive approval from the Provost to become a clinical faculty appointment and promotion unit (CAPU). The CAPU must develop its own comprehensive discipline-specific written unit criteria for appointment and promotion of clinical faculty (CAPU criteria) to supplement these Clinical Guidelines. A CAPU's criteria must be widely accepted by the eligible faculty within the CAPU, and must be reviewed and approved by the Dean and Provost (see Appendix B: UGA Clinical Appointment and Promotion Unit Development and Approval Checklist). New and current clinical faculty members in the CAPU must be provided with these Clinical Guidelines and with the discipline-specific criteria produced by the CAPU. In addition, the CAPU must promptly provide all clinical faculty in the unit with a written copy of any changes or updates to these Clinical Guidelines or to the CAPU criteria after approval of the CAPU faculty, Dean and Provost. Higher-level review and appeals committees will be provided with a copy of the unit's criteria, in addition to these Clinical Guidelines, to use in evaluating a candidate's dossier.

Eligible CAPU Voting Faculty and CAPU Head

Eligible voting faculty can be either clinical faculty only or both clinical and tenure track faculty in a CAPU who may vote on appointment and promotion of clinical faculty and on CAPU criteria, bylaws, and other applicable unit policies and procedures. Definition of the eligible CAPU voting faculty and identification of the CAPU head must be clearly defined in the individual CAPU criteria and must be approved by the Provost as one of the following:

- If the number of clinical faculty in an academic unit constitutes a critical mass, the clinical faculty may comprise a separate CAPU. The academic unit head serves as the CAPU head. Clinical faculty may hold rank in the academic unit and have full faculty voting privileges for all matters

with the exception of appointment, promotion and tenure of tenure-track faculty and other tenure-related issues unless otherwise stated in the unit's clinical criteria.

- If the number of clinical faculty in an academic constitutes a critical mass, the academic unit may still choose to have both clinical faculty and tenure track faculty in the unit comprise the CAPU. The academic unit head will serve as the CAPU head. Clinical faculty members have full faculty voting privileges for all matters with the exception of appointment, promotion and tenure of tenure-track faculty and other tenure-related issues.

- If the number of clinical faculty in an academic unit does not constitute a critical mass, both clinical and tenure track faculty in the unit will comprise the CAPU. The academic unit head will serve as the CAPU head. Clinical faculty have full faculty voting privileges for all matters with the exception of appointment, promotion and tenure of tenure-track faculty and other tenure-related issues.

Eligible Voters for Appointment and Promotion of Clinical Faculty Ranks

Faculty eligible to vote are expected to participate in the critical activities of faculty appointment and promotion, except where there exists a significant conflict of interest. Those faculty who may vote on appointment and promotion of clinical faculty are as follows:

- All clinical faculty vote on clinical appointments, as well as all tenure-track faculty if defined as eligible voters per above.
- All clinical assistant professors, clinical associate professors and clinical professors vote on candidates for promotion to clinical assistant professor, as well as all tenure-track assistant, associate and full professors if defined as eligible voters per above.
- All clinical associate professors and clinical professors vote on candidates for promotion to clinical associate professor and candidates under third year review, as well as all tenure-track associate and full professors if defined as eligible voters per above.
- All clinical professors vote on candidates for promotion to clinical professor, as well as all tenure-track professors if defined as eligible voters per above.

RANKS

Clinical faculty rank at the University of Georgia has distinct requirements in terms of terminal degree, years in rank and expected levels of performance for each of the criteria, consistent with Board of Regents policy and the requirements of the Southern Association of Colleges and Schools. Terminal degree refers to the highest degree awarded in a discipline; the doctorate is the terminal degree for most disciplines.

Clinical Instructor

The rank of Clinical Instructor is generally reserved for candidates who hold the terminal degree appropriate for their discipline and have less than two years post-graduate practice experience in the disciplinary area of the position. A faculty member should serve no more than seven years at the rank of full-time clinical instructor the same as the time limit for full-time instructors on tenure track.

Clinical Assistant Professor

Clinical Assistant Professor is the primary entry-level rank for clinical faculty at the University. Requirements include the following:

- Degree: Candidates should hold the terminal degree appropriate for their discipline.
- Years in Rank: At least 2 years at the rank of clinical instructor and/or comparable training and/or post-graduate experience in the disciplinary area of the position.
- Credentials: Board Certification, state licensure, or other professional credentials required as determined by the disciplinary area and as outlined in the CAPU criteria. In some areas, this rank may be appropriate for an individual who has completed residency or equivalent training but has not yet or has only recently obtained board certification in the disciplinary area of the position.
- Criteria: Candidates should show evidence of a high level of competence in the clinical specialty and demonstrated promise of moving toward excellence in patient care, student instruction, scholarly activities, professional leadership, practice and/or service in the disciplinary area of the position.
- Time Limit: A faculty member is expected to serve no more than seven years at the rank of full-time clinical assistant professor, or no more than ten years if the initial appointment was made at the clinical instructor level, the same as the time limit for assistant professors on tenure track.

Clinical Associate Professor

Clinical Associate Professor is the mid-career clinical faculty rank at the University. Requirements include the following:

- Degree: Candidates should hold the terminal degree appropriate for their discipline.
- Years in Rank: At least 5 years at the rank of Clinical Assistant Professor. For initial appointment to the Clinical Associate Professor rank, comparable training, background, and experience may be considered.
- Credentials: Board Certification, state licensure, or other professional credentials required as determined by the disciplinary area and as outlined in the CAPU criteria.
- Criteria: Candidates should demonstrate excellence in clinical competency and should at minimum be recognized at the regional level as an authority within a practice specialty based on documented excellence in patient care, student instruction, scholarly activities, professional leadership, practice and/or service as related to the position.

Clinical Professor

Clinical Professor is the highest clinical faculty rank at the University. Requirements include the following:

- Degree: Candidates should hold the terminal degree appropriate for their discipline.
- Years in Rank: At least 5 years at the rank of clinical associate professor. For initial appointment to the Clinical Professor rank, comparable training, background, and experience may be considered.
- Credentials: Board Certification, state licensure, or other professional credentials required as appropriate for the disciplinary area and outlined in the CAPU criteria.
- Criteria: Candidates should demonstrate excellence in clinical competency and should be recognized at the national level as an authority within a practice specialty based on documented excellence in patient care, student instruction, scholarly activities, professional leadership,

practice and/or service as related to the position. In addition, candidates should demonstrate superior performance and be recognized by students and peers as an outstanding educator in the discipline.

Exceptions to the requirement of the terminal degree for appointments to clinical ranks may be made for individuals whose experience and accomplishments compensate for, or make irrelevant, the lack of a terminal degree. A request for an exception is subject to prior approval by the Provost following receipt of supporting documentation and the dean's recommendation.

APPOINTMENT

When filling a full-time faculty position, the appointment unit head, director or dean will appoint a search and screening committee. Members of the search and screening committee will perform their duties according to Affirmative Action Guidelines, University policy and discipline-specific criteria and procedures. The responsibilities of a search and screening committee in general are as follows:

- prepare a position description
- prepare an advertisement
- place the advertisement in national media appropriate for the discipline, as well as in media that will facilitate the attraction of a diverse pool of candidates for the position
- screen applicants for the position
- identify a pool of applicants who are qualified for the position
- arrange interviews for qualified applicants.

Faculty members eligible to vote in the CAPU shall vote by secret ballot to recommend candidates for clinical track appointments in the unit. The CAPU head will report the vote to the faculty of the CAPU, as well as to the dean.

The dean (or their designee) reviews the vote of the CAPU and any recommendations developed by the search committee, and forwards his/her recommendation to the Provost and President for final approval.

The faculty appointment process, including required documentation and deadlines, follows the same process established by the Office of Faculty Affairs for all faculty appointments at the University of Georgia.

REAPPOINTMENT

Although the desire of the parties involved may be to have a long-term relationship between a unit and its clinical faculty, reappointment to these positions must be completed on an annual basis per Board of Regents policy. Notice of reappointment and non-reappointment must be made in a timely manner consistent with Board of Regents and University of Georgia policy. If applicable to the position, a clinical faculty member must maintain a license to practice in the state of Georgia in order to be reappointed.

Reappointment of Clinical Instructors and Clinical Assistant Professors

Clinical instructors and clinical assistant professors may typically serve no more than seven years in rank. Any request to reappoint a clinical instructor or clinical assistant professor beyond seven years, or

beyond ten years in combination if the initial appointment was made at the rank of clinical instructor, must receive prior approval of the Provost. If a unit head desires to reappoint a clinical instructor or clinical assistant professor beyond the time limit outlined in these Clinical Guidelines, a dossier containing appropriate documentation of the candidate's exceptional teaching ability and extraordinary value, along with the planned timeline for the candidate's promotion to clinical associate professor, must be presented to the Office of the Provost after it is reviewed and endorsed by the appropriate Dean in the fall of the candidate's sixth year if initial appointment at rank of clinical assistant professor, or in the candidate's ninth year if initial appointment at rank of clinical instructor . The date for submission of the reappointment dossier will follow the same schedule set annually by the Office of Faculty Affairs for promotion and tenure recommendations. If a recommendation for promotion dossier is forwarded at this time, the promotion process will replace this reappointment process.

REVIEWS

The reviews for clinical faculty follow the same processes established for tenure track faculty in the *University of Georgia Guidelines for Appointment, Promotion and Tenure* including:

- Advisement about Promotion
- Annual Evaluation (to be included in third-year review and CAPU-level promotion review)
- Third-Year Review for Assistant Professors (required for all clinical assistant professors in third year of appointment at the University)
- Annual Renewal of Non-Tenured Faculty
- Preliminary Consideration for Promotion
- Promotion Review

PROMOTION

Promotion recommendations originate in the candidate's CAPU. The process for promotion of clinical faculty, including preliminary consideration for promotion and principle of flow, follows the same rigorous process as outlined for tenure track faculty in *The University of Georgia Guidelines for Appointment, Promotion, and Tenure*. Any deviation from the procedures outlined for tenure-track faculty must be clearly outlined in the CAPU's criteria and approved by the Provost. A letter template for requesting evaluation for promotion of clinical track faculty is provided in Appendix A.

The promotion dossier for clinical faculty requires the same documentation process/checklist as for tenure-track faculty. The date for dossier submission will be set annually by the Office of Faculty Affairs. Clinical faculty promotions will be forwarded to the University Review Committee's Health/Clinical Sciences or Professional & Applied Studies area committee for university-level review, based on the disciplinary area of the candidate. The area committee will be supplemented by one clinical professor, as needed, who will be eligible to vote on promotion of clinical faculty only.

Strong justification is required to support any recommendation for early promotion within the clinical ranks. A promotion is considered early if the candidate will have completed fewer than the number of years required in rank at the University of Georgia by the promotion effective date as outlined in these Clinical Guidelines.

APPEALS PROCESS

Clinical faculty promotion appeals will be forwarded to the University Promotion and Tenure Appeals Committee (UAC) and will follow the same process as outlined for tenure track faculty in *The University of Georgia Guidelines for Appointment, Promotion, and Tenure*. The UAC membership will be supplemented by one clinical professor, as needed, who will be eligible to vote on promotion appeals for clinical faculty only.

QUESTIONS:
Office of Faculty Affairs 706-542-0547

APPENDIX A: LETTER TEMPLATE FOR REQUESTING CLINICAL PROMOTION EXTERNAL EVALUATION

This letter template should be used for all requests for external evaluations for clinical track faculty promotion. The CAPU head may add clarifying information to the letter of request as appropriate.

Dear [external reviewer]:

The University of Georgia is considering the promotion of Dr. X to the rank of Z. The clinical track at the University of Georgia is non-tenure track based upon a blend of excellence in patient care, student education, scholarly activities (e.g. publications, presentations, grants) and professional and university service.

To aid us in rendering a wise promotion recommendation, we seek a thoughtful evaluation of the [candidate]'s contributions to the field. You have been recommended to us as a person who in a position to evaluate the [Professional competency and recognition], [clinical/professional teaching], [{professional} service] and [scholarly] contributions of [the candidate]. We do not ask your judgment about the candidate as a person. Instead, we seek your professional judgment of the impact and quality of [candidate]'s clinical, professional, and scholarly contributions.

During [candidate]'s term at the [school/college name], [his/her] time has been divided between the following responsibilities: [%] practice activities, [%] teaching, [%] scholarly activities, and [%] service.

To determine whether [candidate] meets University guidelines for promotion of clinical faculty, we are specifically interested in the following:

1. Length and nature of relationship with the candidate.
2. Your judgment of the quality and significance of the candidate's clinical/professional activities, clinical/professional teaching, and service.
3. Your judgment of the candidate's scholarly contributions. Enclosed please find work examples upon which we would particularly value your professional judgment.
4. The candidate's professional reputation and standing as a practitioner and scholar relative to outstanding people in the same field who are at approximately the same stage of development.

The University of Georgia will use your reply only in the promotion process. However, these letters may be subject to release under Georgia law. Your reply will be needed by [date] in order to include it in our promotion cycle for this year. We are eager for you to assist us with this process.

Thank you for your assistance in this important matter.

Sincerely,

APPENDIX B: UGA CLINICAL APPOINTMENT & PROMOTION UNIT (CAPU) DEVELOPMENT AND APPROVAL CHECKLIST

DEPARTMENT:_____ COLLEGE/SCHOOL: _____

___Step I. Receive Provost's Prior Approval to Create a CAPU (*Ltr of request to Office of Faculty Affairs*)

___Step II. Develop Comprehensive CAPU Criteria Created by CAPU Faculty including:

___A. Name of Department (if applicable) and School/College

___B. Definition of Eligible CAPU Voting Faculty (check one)

___i. Clinical Faculty Only (if critical mass of clinical faculty only) (check one)

___a. Clinical faculty will have full voting privileges in the academic unit for all matters with the exception of appointment, promotion & tenure of tenure-track faculty and other tenure-related issues.

___b. Clinical faculty will <u>not</u> have full voting privileges in the academic unit:

___State voting rights, if any, of faculty in the academic unit

___ii. Clinical & Tenure Track Faculty (with critical mass of clinical faculty)

___iii. Clinical & Tenure Track Faculty (without critical mass of clinical faculty):

___State whether unit plans to reevaluate after critical mass is reached

___C. Identification of CAPU Head (check one)

___i. Academic Department Head (colleges/schools with academic departments)

___ii. Dean (colleges/schools without academic departments)

___D. Discipline specific criteria describing in detail the expectations for appointment and promotion for each clinical rank.

___E. Standards required for professional employability (degree, training, certification, licensure or other professional credentials as applicable for the disciplinary area)

___Step III. Approval of CAPU Criteria

___A. Eligible CAPU Voting Faculty

___B. Academic Department Head (as applicable)

___C. Dean (Submit to Office of Faculty Affairs to obtain Provost's final approval)

___D. Provost