

## **FAQ for Chairs**

### **How do I promote my faculty?**

In general, applying for promotion is the responsibility of the faculty member; however, chairs are responsible for mentoring faculty through this process on a long-term basis, starting with communicating clear expectations during the appointment process

### **How can I help my faculty with their promotion?**

- Review the guidelines with all newly appointed faculty members.
- The annual evaluation is an excellent means for you to review the contributions of each faculty member, to provide guidance about their future, and to provide clear expectations and set goals.
- If a faculty member is underperforming in any of the missions of the School of Medicine, this information should be conveyed factually in the evaluation letter. In general, it is not acceptable to terminate a faculty member or to not renew his or her contract for long-standing performance issues which were not addressed during the current and/or past evaluations.

### **When can a faculty member apply for promotion?**

- A faculty member **MUST** show evidence of sustained achievements in service, education, and research.
- Tenure-track faculty should be very careful about applying early for promotion and tenure; if tenure is not granted, the faculty member will receive a one-year terminal contract.
- Ask any faculty member who is considering applying for promotion to meet with you **BEFORE** they start the process. Prior to or during the meeting, review their documentation and CV and ensure that the faculty member has adequate evidence to support **CONTINUING** excellence in teaching and service as well as a sustained record of scholarship.
- Due to the consequences of a faculty member's failure to be promoted, determine whether you can support the faculty member's application before they start the process.

### **Which set of guidelines will apply for a promotion?**

- All faculty members appointed after 2013 will be evaluated under new P&T guidelines.
- All faculty members appointed prior to the adoption of the new guidelines who have not been previously promoted at JCESOM will be evaluated under old (before 2013) P & T guidelines.

### **How do I write an evaluation letter?**

- In general, faculty members are evaluated on their service, which includes clinical service, teaching, and scholarship. Each faculty member should be rated as exemplary, professional, needs improvement, or unacceptable in each of the three missions every year.
- In a promotion letter, their contributions should also be ranked as exemplary, professional, needs improvement, or unacceptable. You should provide a clear rationale for your ratings.

- Evaluations should include comments and scores from peers and/or students, and resident evaluations. More specific information helps the PAC, dean, and president to evaluate a faculty member.
- Because the promotion and tenure guidelines are subject to interpretation, clear justification of a faculty member's contributions are necessary to make a strong case on behalf of your faculty member.
- Remember that promotions and tenure can be grieved; your evaluation and comments in the promotion letter should match those of past annual evaluations.
- Each annual evaluation letter should review the guidelines for promotion to the next rank and the chair's appraisal of what is necessary for that to happen.

**What if my faculty does not get promoted?**

- Non-tenured faculty members who are up for tenure and not granted tenure will be given a one-year terminal contract. Faculty members have the right to appeal.
- If a faculty member is not promoted (and is either a tenured faculty member or in a non-tenure earning track), he or she will be eligible for promotion in the cycle after the next (i.e. two years). In this case, review their promotion file with them and make suggestions on what they can do to succeed.

**How do I help faculty whose duties have changed over time and cannot get promoted in their original track?**

- If the faculty member's duties have changed since their last promotion or appointment, you may need to switch them to a more appropriate track, keeping in mind they must document significant achievements in whatever track in which they apply for promotion.