

MEMORANDUM

TO: DEPARTMENTAL CHAIRS  
SCHOOL OF MEDICINE/JOINT HEALTH SCIENCES

FROM: SELWYN VICKERS, M.D.  
SENIOR VICE PRESIDENT AND DEAN  
SCHOOL OF MEDICINE

DATE: NOVEMBER 7, 2013

RE: 2014 FACULTY PROMOTION AND TENURE AWARD CYCLE

Attached for your information and reference are the School of Medicine instructions regarding the 2014 Faculty Promotion and Tenure Award Cycle as well as a copy of this year's projected calendar.

The Faculty Council expects strict adherence to the SOM "Instructions for Promotion and Tenure Award". Promotion and/or tenure award proposals that do not meet the criteria set forth in the School of Medicine instructions will be returned to the department's promotion committee for appropriate action and follow-up

Please submit an original plus one (1) copy of each faculty promotion and/or tenure award proposal to: Anne Graham, 1236 Faculty Office Tower (FOT), by the close of business on Friday, March 14, 2014. Note the accompanying copy should be an exact duplicate of the original proposal and *should bear the appropriate approval signatures and include copies of any and all reprints submitted* as part of the original proposal for promotion and/or tenure award.

Should you have any questions, please contact Anne Graham, 934-3471.

cc: Members, Faculty Council  
Dawn Bulgarella  
Department Administrators

Attachments

September 9, 2013

**MEMORANDUM**

**TO:** Dr. Anupam Agarwal

**FROM:** Dr. Linda C. Lucas  
Provost



**SUBJECT:** 2014 Promotion and Tenure Recommendations

The deadline for submission of promotion and tenure recommendations from the School of Medicine is **July 2, 2014**. A list of tenure-track faculty members in your school that we have identified as requiring tenure review in the 2013-2014 academic year is attached to this correspondence.

To assist you in compiling promotion/tenure materials, specific instructions can be found at <http://main.uab.edu/Sites/provost/facultyresources/54342/>. Please submit documents using the following format:

- Cover sheet: *UAB Faculty Promotion/Tenure Action Summary Form* revised May, 2011 (Current form is located at <http://main.uab.edu/Sites/provost/facultyresources/54342/>)
- Department's and School's/Library's promotion and tenure guidelines
- Faculty Member's current curriculum vitae
- Department Review Committee, School Review Committee, department chair and dean's/library director's reports/letters of review/recommendation for promotion and/or tenure
- Evidence of teaching effectiveness
- Evidence of research productivity not reflected in vitae
- Summary of additional service activities (internal and external to UAB) not reflected in vitae
- Letters from reviewers external to UAB (minimum of three)
- Letters of recommendation (if required by the School's Faculty Handbook)
- Chair's annual reviews and pre-tenure and/or pre-promotion progress towards tenure/promotion reviews

2014 Promotion and Tenure Recommendations  
September 9, 2013  
Page 2 of 2

The above requested materials should easily fit into a standard one-or two-inch three-ring binder. **Please submit only the documentation requested. Applications that do not follow the above format will be returned to the department for revisions. As noted in the specific instructions, please tab the individual sections.** The documentation should be sent to: Suzanne Austin, Ph.D., Vice Provost for Student & Faculty Success, Room 110 - 936 Building. Please contact me if you have questions.

LCL/jbw

Cc: Suzanne Austin, Ph.D.

**SCHOOL OF MEDICINE/DENTISTRY**  
**2014 PROJECTED CALENDAR FOR SUBMISSION OF PROMOTION AND TENURE AWARD PROPOSALS**

**NOVEMBER/DECEMBER**

Written notification from the Dean is distributed to department chairs/administrators, and Faculty Council regarding the 2014 promotion/tenure award cycle including projected calendar.

**DECEMBER/JANUARY/FEBRUARY**

Departments/divisions prepare promotion and/or tenure award proposals as outlined in the School of Medicine instructions. These proposals require review and approval or denial by the Department Appointment, Promotion and Tenure committee prior to submission for review and consideration by the Faculty Council.

**MARCH 14, 2014 (Deadline for submitting promotion/tenure award proposals)**

Departments submit all faculty promotion and/or tenure award proposals to Anne Graham, Sr. VP and Dean's Office, 12<sup>th</sup> Floor **on or before** the established deadline of **Friday, March 14, 2014**. All promotion/tenure award proposals submitted for review **must include an original plus one copy**. Note, the accompanying copy should be an exact duplicate of the original proposal and should reflect the appropriate approval signatures and include copies of any and all reprints submitted as part of the original proposal for promotion and/or award of tenure.

**APRIL (First week)**

Departments will upload the proposals to the SOM SharePoint website for Faculty Council review

**MAY 5 and 6, 2014**

Faculty Council will meet Monday and Tuesday, May 5 and 6, 2014 to review the promotion and tenure award proposals as submitted by the departments

**MAY (Second week)**

Letters will be sent to department chairs with recommendations for approval/denial of promotion and/or tenure award

**JUNE 9 and 10, 2014)**

Requests for appeals for disapproved promotion and/or awards of tenure are due to the SOM

**JUNE (Second week)**

Meeting(s) of the Faculty Council to hear appeals for disapproved promotion and/or awards of tenure if necessary

**JUNE (Third week)**

Faculty Council will make recommendations to the Dean for approval/denial of promotion and/or awards of tenure

**JULY 2, 2014**

Dean(s) submit recommendations for approval of promotions and/or awards of tenure to the Provost

**JULY**

The Provost submits recommendations for approval/denial of Schools of Medicine/Dentistry faculty promotion and/or tenure award proposals to the President.

**AUGUST**

- A) The Provost and/or President's Office provides notification to the Dean(s) regarding approval of Schools of Medicine/Dentistry faculty promotion and/or tenure award proposals. Approved proposals are then forwarded to Personnel Records. Proposals denied at this level are returned to the School of Medicine Dean's Office for appropriate action and/or follow-up as necessary.
- B) President/Provost and/or Dean(s) will notify department chairs and faculty regarding approval of promotion and/or tenure award proposals.
- C) Department chairs confirm with the faculty member approval of promotion and/or tenure award or inform the faculty member of promotion and/or tenure award denial

**SEPTEMBER**

Department administrators submit ACT documents for each faculty member reflecting the appropriate change in rank as approved and any associated salary increase.

**SCHOOLS OF  
MEDICINE/DENTISTRY  
INSTRUCTIONS FOR SUBMITTING PROMOTION/TENURE AWARD  
PROPOSALS**

Faculty promotion and award of tenure are based on a faculty member's training, experience, activities, and the potential for continued growth in **teaching, research, and service, as well as scholarly and other creative activities**. A faculty member's achievements will be evaluated using these criteria in proportion to their relative importance to each academic rank, the type of appointment held by the faculty member, and the program priorities of the appointing unit. Colleagues within UAB, as well as colleagues outside of the institution shall evaluate the faculty member in these areas.

Promotion and/or tenure award proposals requiring review by the Faculty Council are to be submitted by the established deadline of **March 14, 2014**. Please see projected calendar for overview of entire cycle.

**Proposals should be submitted as follows:**

- Original and one (1) copy in the order listed below—should be submitted with binder clips only (if possible).
- **MUST USE TABBED, LABELED DIVIDERS** (e.g. Chair letter, CV, Teaching Portfolio, etc.)

**DETAILED OVERVIEW FOR ASSEMBLING THE PROPOSAL:**

- |                                                 |                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1) Promotion/Tenure Candidate Information Sheet | Complete all information and use as cover sheet                                                                                                                                                                                                                                                                          |
| 2) Promotion/Tenure Action Summary Form         | Complete all applicable fields;<br>Record Departmental Committee's<br>Vote; Record Chair's Recommendation;<br>Submit with review/approval signatures and votes                                                                                                                                                           |
| 3) SOM Promotion and Tenure Guidelines          | Attached. <b>DO NOT INCLUDE DEPARTMENTAL GUIDELINES</b>                                                                                                                                                                                                                                                                  |
| 4) Curriculum Vitae                             | Must be current and in standardized format                                                                                                                                                                                                                                                                               |
| 5) Recommendation Reports/Letters               | Department APT Committee Letter (Include an<br>explanation for any dissenting votes, or disagreement<br>with the Department Chair/Division Director's<br>recommendation)<br>Department Chair/Division Director Letter<br>Faculty Council Review (to be included by SOM)<br>Dean's Recommendation (to be included by SOM) |

**NOTE: Letter of support from the Department Chair and/or Division Director should include:**

- a) *An introductory paragraph that explicitly states the candidate's current faculty rank, the proposed action (Promotion and/or tenure), role in the department, and his/her area(s) of excellence (2 for tenure earning or 1 for non-tenure earning appointment) for which he/she should be evaluated.*
  - b) *A brief professional biographic summary of the candidate's educational and professional experience.*
  - c) *Separate paragraphs describing why the candidate has achieved excellence in the designated area(s), and significant accomplishments in the remaining area(s)*
  - d) *A summary, which includes an explicit statement of support (or non-support) for the proposed action.*
- 6) **Teaching Portfolio**
- 7) **Research Portfolio**
- 8) **Service Portfolio**  
*See "Portfolio" section attached. Each section should be limited to 2 pages, single spaced and 11 point font, and also include as supplements formal evaluations and letters documenting effectiveness in teaching, research and service, as applicable. Teaching portfolios must include a teaching evaluation instrument devised by the department and approved by the Dean(s) or the attached "Teaching Evaluation" form.*
- 9) **External Reviewer Letters** Reports by references external to UAB (min=3,max=5)
- 10) **Internal Reviewer Letters** Reports by references internal to UAB (min=3,max=5)
- 11) **Department Reviews** Chair's annual review and pre-tenure and/or pre-promotion departmental reviews
- 12) **Reprints** Copies of publications/reprints or other evidence of scholarship/research productivity (Associate Professor = 3 major reprints; Professor = 5 major reprints)

**NOTE: Examples of properly formatted documentation and the necessary forms are attached for your use as required.**

**If the proper format and/or forms are not used, the proposal will be returned to the department to be resubmitted with the correct, revised forms and/or format.**

## PROMOTION/TENURE CANDIDATE INFORMATION SHEET

Complete all information and use this as cover sheet for proposal

## UAB FACULTY PROMOTION/TENURE ACTION SUMMARY FORM

Complete all fields applicable

Record Departmental Committee's Vote

Record Chair's Recommendation

## C.V. (STANDARDIZED FORMAT)

Candidate's current curriculum vitae in the standardized format established by the Faculty Council must be included in the candidate's proposal.

## CHAIR'S WRITTEN STATEMENT

There must be a written statement from the Chair accompanying the Committee's written report. **This statement must clearly indicate the Chair's support or non-support of the Departmental Committee's recommendations.** This statement should identify in which area(s) the faculty member demonstrates excellence. These areas include: research, teaching, and service. For NTE faculty there should be excellence in at least one area. For TE faculty there should be excellence in at least two areas.

## DEPARTMENTAL COMMITTEE'S WRITTEN REPORT

**This written report must include the Departmental Committee's full assessment of the candidate.**

The assessment must specifically address the candidate's strengths and weaknesses and include the Committee's recommendations and recorded vote.

## SCHOOL COMMITTEE'S WRITTEN REPORT

This written report must include the School Committee's full assessment of the candidate. The assessment must specifically address the candidate's strengths and weaknesses and include the Committee's recommendations and recorded vote.

## EVALUATIONS AND DOCUMENTATION REGARDING TEACHING, RESEARCH AND SERVICE ACTIVITIES

Either a teaching evaluation instrument devised by the department and approved by the Dean(s) or the attached teaching evaluation form must accompany all other teaching and evaluation documentation included in the candidate's proposal.

**Note**, individual student evaluations should also be solicited and accompany the teaching evaluation form as additional support documentation. Support letters, which include colleague evaluations of teaching credentials, experience, and scholarly activities, would also be considered beneficial.

## LETTERS OF SUPPORT (Six)

A **minimum** of six letters of support must be included in the candidate's proposal, **three of which must be from persons outside UAB.** Note, the candidate may supply the names of the individuals to be solicited or the Chair may choose them.

## REPRINTS

Depending on the faculty rank being proposed copies of either three or five major reprints must be included in the candidate's proposal.

**Associate Professor** requires copies of at least three major reprints.

**Professor** requires copies of at least five major reprints.

Promotion and Tenure Award proposals that do not meet the criteria set forth in the School of Medicine instructions will be returned to the department's promotion committee for appropriate action and follow-up.

**As noted in the specific instructions and as required by the Provost Office, individual sections MUST HAVE tabbed, labeled dividers (see example on right).**

**If the proper format and/or forms are not used, the proposal will be returned to the department to be resubmitted with the correct, revised forms and/or format.**



## SUMMARY FOR EVALUATING TEACHING, SCHOLARLY, ACADEMIC AND CLINICAL ACTIVITIES

### A. TEACHING ACTIVITIES

Superior teaching is a distinct value for consideration of appointment promotion and/or tenure. **Teaching activities** to consider when evaluating teaching **effectiveness** include but are not limited to:

Teaching of students, post-graduate students, or residents in the classroom, laboratory, clinical setting, or other specific area of expertise (this includes continuing education)

Direction of graduate research

Curriculum development which includes development of objectives, materials and methods of evaluation

Student, resident, or fellow advising and counseling

Student, resident, or fellow recruiting

Facilitation of teaching efforts of the faculty, i.e. helping to assess the value of teaching objectives, or methods of evaluation, providing content material for courses of study

Serving as a member of education, curriculum, or admissions committees

Efforts to improve personal teaching skills

**Evidence** supporting or evaluating **teaching efforts must come** from student/resident/fellow evaluations, teaching awards, recognition by faculty, or professional organizations. Objective **evidence** regarding the quality of teaching **must** be included in a candidate's proposal for appointment, promotion and/or tenure award and should **include the following**:

Faculty evaluations of the objectives, methods and materials of courses that have been designed and taught by the individual

Student/resident/fellow evaluations of the individual's performance

Evaluations of teaching effectiveness by faculty who have taught with the individual or have observed the individual's teaching skill

Evaluations concerning the performance of students, residents, and fellows taught by the individual whenever possible and appropriate

Organization of new teaching program(s), or integration of teaching effort within or between departments

Development of better teaching techniques

Development of short courses or "workshops" for students, residents, fellows, postgraduate professionals, and lay public

Development of better teaching materials, such as the preparation of a syllabus, book of procedures, course of study, laboratory manual, development of testing procedures, or other modes of evaluation. This also includes educational efforts directed at students, residents, fellows, postgraduate professionals, and the lay public

**NOTE:** Either a **teaching evaluation instrument** devised by the department and approved by the Dean(s) or the attached teaching evaluation form **must accompany all other teaching and evaluation documentation.**

## B. SCHOLARLY ACTIVITIES

Although scholarly work takes many forms, including research and **other creative activities**, a faculty member's effectiveness can be demonstrated by such achievements as publications and personal presentations of formal papers. The quality of the individual's scholarly approach, capacity for independent thought, originality, and products of research is best determined by critical review by one's peers. To have an impact, the information must be disseminated. This is best accomplished by publication in appropriate journals, monographs, or books, and by presenting scientific papers, and exhibits at scholarly meetings. Such activities provide the most compelling evidence of scholarship.

Some members of the faculty may contribute significantly in professional service, which can be considered as scholarly pursuit, such as the development and evaluation of new forms of treatment, new surgical procedures, or innovative diagnostic techniques, the results of which are disseminated to the professional community by publication or scientific presentation. **Under these circumstances, the decision to appoint, promote or award tenure must be based on evaluation of the quality or quantity of the faculty member's professional productivity such as:**

Has the work been published or presented?

Is it innovative?

Has the task been pursued aggressively? Has the work been done efficiently?

Has the work benefited the Department, or University?

Does the faculty member show promise of continuing contributions?

Has the faculty member received recognition for the work from peer groups by receiving awards, being elected to important offices, being appointed to consultative committees?

Has the faculty member received peer recognition by being asked to contribute significant sections to textbooks of merit?

### C. ACADEMIC CREATIVITY AND RESEARCH

Academic creativity may manifest itself in teaching, professional activities, and research and may include the following:

Publication of articles in professional journals - Greater importance will be attributed to publications in journals that require a critical review, but all publications will be evaluated.

Publication of books, monographs, manuals or in electronic media

Development of an objective method of evaluation service in a manner that can be quantified and statistically analyzed

Editorial consultation or reviews of scientific books and articles

Invited presentations of original scientific data at major national or international meetings, or at major institutions or research organizations

Demonstration of a sustained, externally funded and independent research program

### ACADEMIC SERVICE ACTIVITIES

Service functions must also be recognized as positive evidence for appointment, promotion and/or award of tenure **provided that this service emanates from the special competence of the individual in an assigned field and is an extension of the individual's role as a scholar-teacher.**

Service functions can be those performed for UAB, the Birmingham community, the State of Alabama, regional, national, or international groups. Service may include such activities as:

Participation in committee work

Fulfillment of administrative assignments

Contributions to the improvement of student and faculty life

Faculty consultation within or outside UAB

Other professional service

### D. CLINICAL SERVICE ACTIVITIES

Excellence in patient care is recognized as a **special competence in an assigned field and is an integral part of a clinical faculty member's service role.** Clinical excellence is an application of all aspects of the art and science of medicine to the health and well being of the patient. The outstanding physician blends the best of knowledge, judgment, interest, and concern with the major focus on the patient.

Examples may include:

Organization of a new or reorganization of an existing clinical service

Development of a new inpatient referral service or treatment facility

Organization of a critical care unit

Reorganization of an outpatient department

TEACHING EVALUATION

Date: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

CANDIDATE: \_\_\_\_\_

EVALUATOR: \_\_\_\_\_

EXCELLENT      VERY GOOD      SATISFACTORY      UNSATISFACTORY

AVAILABILITY

9   8                      7   6                      5   4   3                      2   1

CLARITY OF EXPECTATIONS

9   8                      7   6                      5   4   3                      2   1

FUND OF KNOWLEDGE

9   8                      7   6                      5   4   3                      2   1

CLARITY OF PRESENTATION

9   8                      7   6                      5   4   3                      2   1

PROFESSIONALISM IN INTERACTION WITH OTHERS

9   8                      7   6                      5   4   3                      2   1

ENCOURAGES CRITICAL THINKING/PROBLEM SOLVING

9   8                      7   6                      5   4   3                      2   1

PROVIDES CONSTRUCTIVE CRITICISM THAT ENCOURAGES LEARNING

9   8                      7   6                      5   4   3                      2   1

OVERALL TEACHING EFFECTIVENESS

9   8                      7   6                      5   4   3                      2   1

Please include narrative comments in a letter or on the reverse side.

**Sample Form – Use is Optional**

## **PORTFOLIO OF TEACHING, RESEARCH, AND SERVICE ACTIVITIES**

*The Portfolio should comprise separate sections for the candidate's Teaching, Research, and Service activities (samples attached). It should be used to annotate the candidate's CV by providing additional information about activities beyond what is listed in the CV. For example, the impact of a specific discovery, paper, or educational program can be discussed. Each section should be limited to 2 pages, single spaced and 11 point font, and also include as supplements formal evaluations and letters documenting effectiveness in teaching, research and service, as applicable. Teaching portfolios must include a teaching evaluation instrument devised by the department and approved by the Dean(s) or the attached "Teaching Evaluation" form.*

### **A. TEACHING**

Superior and effective teaching is a distinct value for consideration of appointment promotion and/or tenure. All faculty are expected to participate in the educational mission of the SOM in some manner. Student evaluations should be solicited and, where possible, letters of support should also include colleague evaluations of teaching credentials, experience, and scholarly activities.

Specific expectations to be met to achieve Excellence in Teaching include, but are not limited to:

- Leadership or coursemaster in a divisional, departmental, or SOM teaching program. This includes the development of a new course or program, or documented improvement of an existing course or program. Formal evaluations are required.
- Mentoring, including leadership of a dissertation committee, or role as a primary mentor. This should be accompanied by names, dates, and outcome. Testimonial letters from trainees are useful.
- Leadership in curriculum development at the local or national level, including development of objectives, materials and methods of evaluation
- Objective evidence of teaching excellence, such student/resident/fellow evaluations, teaching awards, recognition by faculty, or professional organizations.

The consistent theme for activities that reach "Excellence" in Teaching is leadership and intellectual input. There are many Teaching activities that are valuable and are expected from a faculty member in an academic medical center, but by themselves do not reach the level of excellence.

Examples of activities that are valued, but by themselves do not reach the level of Excellence include:

- Participation as a course lecturer
- Hosting a graduate student on a rotation
- Serving as a poster judge in various UAB educational activities
- Teaching of students, post-graduate students, or residents in the classroom, laboratory, clinical setting, or other specific area of expertise (this includes continuing education)
- Efforts to improve personal teaching skills, with outcome data
- Informal student, resident, or fellow advising and counseling
- Participation in student, resident, or fellow recruiting.
- Serving as a member of education, curriculum, or admissions committees

### **B. RESEARCH & SCHOLARSHIP**

All faculty are expected to engage in scholarly activities to some degree. To that end, scholarly work takes many form including research and other creative activities. A faculty member's effectiveness can be demonstrated by a continuous track record of extramural funding, original peer reviewed publications and invited presentations at other institutions and at national/international meetings. The quality of an individual's scholarly approach, capacity for independent thought, originality, and products of research is best determined by critical review from one's peers.

Several parameters are considered in determining Excellence in Research. These include, but are not limited to:

- Demonstration of a sustained, externally funded and independent research program, with continuity over time and becoming more important for the higher level award (e.g., awarding of Tenure, promotion to Professor). While traditionally the NIH funding was deemed critical, funding obtained from any agency or foundation is recognized.

- Evidence of research productivity is measured by original publications in peer reviewed journals, books/book chapters, electronic media, and by presenting scientific papers, and exhibits at scholarly meetings. There is no absolute benchmark number of manuscripts that are required for promotion and/or tenure, but it would be expected that a productive faculty member would have ~20 when seeking promotion to Associate Professor, ~35-40 for Professor, with consideration taken for the impact level of the journal, and the position of authorship. Authorship on all manuscripts is valued. However, when authorship is not in the first or last position, it is important to discuss the scientific contribution in the research portfolio. It is appreciated that all authors have important contributions to a scientific manuscript, especially those reporting the findings from large clinical trials and other "team science" efforts.
- As applicable, the significance of the faculty member's research should be described, including:
  - Recognition from peer groups, awards, elected to important offices, appointments to consultative committees, being asked to contribute significant sections to textbooks;
  - The level of innovation;
  - The prospect for future research;
  - Benefits to the Department and/or UAB.
- Development of an objective method of evaluation service in a manner that can be quantified and statistically analyzed.
- Editorial consultation or reviews of scientific books and articles.
- Invited presentations of original scientific data at major national or international meetings, or at major institutions or research organizations.
- Activities that support a strong reputation for the faculty member's scholarship include, but are not limited to:
  - Membership on a national planning committee, NIH study section, and foundation grant reviewer;
  - Editor of a journal or membership of an editorial board.

Examples of activities that are valued, but by themselves do not reach the level of Excellence include:

- Membership on editorial boards;
- Ad hoc manuscript reviewer;
- Internal (UAB) grant reviewer;
- Small scale publications, such as case reports, or educational materials.

### C. SERVICE

Service functions are recognized as positive evidence for appointment, promotion and/or award of tenure provided that this service emanates from the special competence of the individual in an assigned field and is an extension of the individual's role as a scholar-teacher. In addition to service at UAB, participation at the level of the Birmingham community and the State of Alabama, as well as in regional, national, or international groups are also valued.

Excellence in Service is achieved by having a leadership role with a strong intellectual component. Such activities include, but are not limited to:

- Leadership in a professional service organization;
- Leadership in a major UAB educational, clinical, or research committee (local-national);
- Director/Co-Director of a training program (e.g. graduate or residency program);
- Director/Co-Director of a research core facility;
- Participation in committee work;
- Fulfillment of significant administrative duties, which should also include positive outcome measures;
- Leadership in community outreach.

A typical faculty member will have many service activities that do not rise to the level of excellence, but are valued. Participation in such activities falls under the general service category of 'citizenship', which indicates a faculty member's willingness to be a contributor to the overall well-being of the department and/or university.

Examples of activities that are valued, but by themselves do not reach the level of Excellence include, but are not limited to:

- Contributions to the improvement of student and faculty life
- Faculty consultation within or outside UAB
- Organizing department retreats or social events
- Interviewing faculty candidates and meeting with visiting scientists/clinicians
- Judging poster sessions at UAB research events

(Note: many service activities are related to activities in education and/or research, and can be listed in both)

### Clinical Service

Excellence in patient care is an integral part of a clinical faculty member's service role and is therefore recognized as a special competence. Excellence in clinical service is judged by several parameters, including but not limited to:

- Patient volume, as compared to local, regional, and national peers;
- Development of a clinical care path or area of specialty. This may be the creation of a new area of clinical service, or the expansion and enhancement of an existing clinical service;
- Creating or expanding a unique or highly specialized clinical service;
- Development of new treatments, surgical procedures, or innovative diagnostic techniques, the results of which are disseminated to the professional community by publication or scientific presentation.

Note: Many clinical services activities can interconnect with educational and research activities as well.

## Clinical Service Portfolio

Even within medical genetics there are areas of specialization. My area of expertise is in dysmorphology (which is the study of abnormal form), and syndrome identification. I am a classically trained dysmorphologist, and internationally recognized as an expert in this field. I have written several book chapters and invited reviews on the dysmorphologic assessment, and have given numerous seminars (well over 200) on the subject. This includes several at the Board Review Courses for both the American College of Medical Genetics and Neonatology, as well as many national meetings, including several Otolaryngology society meetings. I have included reprints from two reviews in the Appendix. I have also edited the genetics section of the Cleft and Craniofacial Journal, and serve on the Board of Directors for the Velocardiofacial Syndrome Educational Foundation.

The second area is the incorporation of genetic testing in to new areas of medicine, particularly in otolaryngology and adult cardiology. In this effort I have developed clinical collaborations here at UAB with Otolaryngology and Cardiology. Included in this is the Marfan syndrome clinic, which has grown dramatically since its inception. Taken together, I am the busiest clinician in our department in terms of number of patients seen, despite the fact my clinical FTE is 55%.

### Clinical Service Activities

1. Attend on the consultation service (19-26 weeks on-call per year).  
*There has been a dramatic increase in the number of genetics consults since my arrival in 2003.*
2. General Genetics clinics (3 per week).  
*I have dramatically altered the scheme by which I see patients in general genetics, which resulted in a 147% increase in clinical volume in one year.*
3. Attending geneticist, UAB Cleft and Craniofacial Clinics (weekly).  
*This is one of the biggest cleft clinics in the US, and we have established genetics as a vital part of the effort.*
4. Marfan syndrome clinic (2 days per month)  
*This clinic has grown in 3 years from a 3 patients per month effort to 20+ patients per month, with a 6 month waiting period.*
5. Genetics of hearing loss.  
*While not a separate discrete clinic, I have developed a clinical program for the genetic evaluation and testing for hearing impaired children and adults. Not only has this expanded and enhanced the clinical care for these patients, it has produced substantial research and educational opportunities as well.*
6. Supervision of genetic counselors (several per month)  
*I supervise the genetic counselors in several clinics, including a genetic counseling (prenatal and preconception) and cancer genetics clinics.*

## **Teaching Portfolio**

I am active in medical education at all levels, from the preclinical first and second years of medical school through post-graduate (e.g. residency and fellowship) education, and in continuing education for faculty-level physicians. Furthermore, I teach many non-physician students. These include graduate students at various levels of their training (pre- and postdoctoral students), as well as non-MD health care providers, including audiologists, speech and language pathologists, nurses, and genetic counselors. Similarly, my educational activities vary with the type of student and my role. For some, such as the first year medical student course Fundamentals I and the Medical Genetics residency programs, I not only function as a hands-on teacher but I also have designed the curriculum and served as the course or residency director. In other venues, such as grand rounds, clinical conferences, or bedside teaching, I function as a lecturer or discussion leader.

### **Medical student education.**

1. Led the effort to design and implement the “new” curriculum at UABSOM
2. Course master for Genetics in Medicine (MS1 course) 2005-6
3. Co-director for Fundamentals I module 2007-present
4. Director, Adult Genetics (Special Topics class)
5. Lecturer on genetics topics throughout years 1-2
6. Lecturer in MS3 year: Pediatrics and Internal Medicine

### **Medical Genetics Residents.**

Program Director, Medical Genetics Residency Programs

## Research Portfolio

My research interests and activities have developed from my experiences in clinical care. During my fellowship in Human Genetics I was involved in molecular genetic research, studies that were aimed at mapping the genes associated with several known genetic disorders. During those two years I had considerable success in my lab work, with several first-author papers in journals such as Nature Genetics and Human Molecular Genetics. However, while I enjoyed my research experience, I realized that I wanted foremost to be a clinician. Furthermore, I also learned during this time that I could not be both a successful laboratory-based researcher and an astute clinician. I therefore chose to focus my research on clinical questions. And while my research activities are diverse in their specific topics, they can be grouped in to several broad categories.

1. Craniofacial genetics and genetic syndromes. One major research interest has been to further classify and delineate genetic disorders. My primary focus has been on craniofacial disorders, including not only genetic syndromes but also specific malformations, such as cleft lip and palate and craniosynostosis. However, I have been involved in a number of clinical studies on other types of genetic disorders in which I have described or further characterized a clinical phenotype.

Currently, I am involved in several craniofacial-related research projects. These are collaborative efforts. For one set I am working with Dr. Jeffrey Murray at the University of Iowa under a P50 grant on which I am a co-PI/subcontractor. The goal of the project is to investigate the genetic and environmental causes of oro-facial clefting. I am involved in identifying and recruiting appropriate participants for his gene discovery studies, as well as carrying out two independent studies. The first seeks to identify the role of known several genes known to be associated with isolated clefting in the occurrence of clefting in genetic syndromes such as velocardiofacial syndrome and Stickler syndrome. The second project is looking at whether the same genes influence the outcome of cleft palate surgery. In another study I am working with our craniofacial team (Drs. John Grant, Peter Ray, and Jeffrey Blount) to track the referral accuracy for children with asymmetric head shape.

2. The use of genetic testing. My interest in this area was also born directly out of clinical experience. As a junior faculty member I recognized that genetic testing was soon to become clinically useful in the evaluation of deaf and hard of hearing individuals. This interest has grown in several separate directions, as I have carried out studies involving genetic testing for deafness, as well as more recent work on genetic testing for adult cardiovascular disease and mental retardation. A common theme has been that the expanding role of genetic testing in clinical practice will provide a challenge to non-genetics healthcare providers, as they are not familiar with the special issues of medical genetics, including the genetics evaluation, genetic counseling, and genetic testing. This has prompted the majority of my work in the last few years, including several grants on which I was the principal investigator.

Several studies will be published in 2007. One was on the interest of African-Americans in genetic testing for deafness, which was funded by an RO3. Another was a study on deafness in cystic fibrosis, which was funded by a cystic fibrosis foundation award.

**Nathaniel H Robin, MD**

I am in the midst of studies that are examining several of these interrelated issues. We have recently completed several survey-based studies that investigated how various healthcare providers utilize genetic testing. One, entitled "Pediatric Otolaryngologists' Use of Genetic Testing," will be published in 2007. Another, on how primary care pediatricians in Alabama utilize genetic testing in the evaluation for mental retardation, was recently completed, and a third, on how cardiologists utilize genetic testing in their evaluation of Long QT syndrome, will be completed in 2007. Lastly, I am also engaged in research aimed at improving how we teach medical genetics to medical students. During the 2006 Genetics in Medicine course we piloted a program in which we gave medical students the opportunity to role-play. Students were given a clinical scenario in which they underwent genetic testing, and told to make an appointment with one of the UAB genetic counselors at which time they would be told the test result and receive genetics counseling. Pre- and post-test surveys of this group as well as the students who did not volunteer for the program were done in an effort to gauge how effective this program was in teaching them about the genetic counseling process.

Date: \_\_\_\_\_

**PERSONAL INFORMATION**

Name:  
Citizenship:  
Foreign Language(s):  
Home Address:  
Phone:

**RANK/TITLE:**

Department:  
Business Address:  
Phone:  
Fax:  
Email:

**HOSPITAL AND OTHER (NON ACADEMIC) APPOINTMENTS:  
PROFESSIONAL CONSULTANTSHIPS:**

**EDUCATION:**

Institution: Degree Year

**MILITARY SERVICE:**

**LICENSURE:**

**BOARD CERTIFICATION:**

**POSTDOCTORAL TRAINING:**

Year Degree Institution

**ACADEMIC APPOINTMENTS:** (In reverse chronological order)  
Year Rank/Title Institution

**AWARDS/HONORS:**

**PROFESSIONAL SOCIETIES:**

**MEMBERSHIPS:**

**COUNCILS AND COMMITTEES:**

**UNIVERSITY ACITIVITIES:**

**EDITORIAL BOARD MEMBERSHIPS:**

**MAJOR RESEARCH INTERESTS: (2-3 Sentences)**

**TEACHING EXPERIENCE:**

**MAJOR LECTURES AND VISITING PROFESSORSHIPS:**

**GRANT SUPPORT: (PAST AND CURRENT)**

**OTHER:**

**BIBLIOGRAPHY:**

**MANUSCRIPTS:**

Manuscripts already published

Manuscripts in press

Manuscripts submitted but not yet accepted

Manuscripts in preparation

Other publications (letters to the author, book reviews, etc.)

**BOOKS:**

Books and Book Chapters

**Published abstracts****Poster Exhibits****Oral Presentations**

Scientific papers presented at national and international meetings

Scientific papers presented at local and regional meetings

Invited workshops, etc. at national postgraduate courses and meetings and at other universities.

Invited lectures at local and regional courses and meetings

**MISCELLANEOUS:**

Films, educational tapes, syllabi, software packages and courses developed, etc.

# Faculty Appointment, Promotion and Tenure Award Guidelines

## School of Medicine

### Departmental APT Committee Guidelines

1. Committee members should be tenured faculty at the Associate Professor and/or Professor ranks
2. Consist of a minimum of three committee members
3. Department Chairs cannot serve on the departmental APT committee
4. Chair of the departmental APT committee should be elected by the committee members
5. Members of the committee should rotate off on a regular basis

Only the committee members at or above the rank of the faculty member being considered will be allowed to vote for promotion.

If the department does not have enough tenured Associate Professors and/or Professors to serve on the departmental APT committee the Chair may ask faculty outside the department to serve but these faculty members must be within the School of Medicine.

### Promotion Guidelines

Criteria for promotion include contributions in the areas of research, teaching, and service. Individuals appointed in a tenure-earning track are expected to demonstrate excellence or potential for excellence in at least two of these three areas; those in a non-tenure earning track are expected to demonstrate excellence or potential for excellence in any one area.

### Assistant Professor

Promotion to this rank usually requires the following:

- Two or more years experience following receipt of Doctorate
- Academic credentials and demonstration of level of specialized accomplishment appropriate to the mission of the Department and the UABSOM
- An expectation of collegiality and participation in service in the Department and/or UABSOM
- Demonstration of potential for scholarly achievement in areas of research, teaching, and/or service, as appropriate

### Associate Professor

Promotion to this rank usually requires the following:

- Three or more years in the rank of Assistant Professor
- Academic credentials and demonstration of level of specialized accomplishment appropriate to the mission of the Department and the UABSOM
- Demonstration of collegiality and involvement in the Department and/or UABSOM
- Evidence of scholarly achievement in areas of research, teaching, and/or service, as appropriate, documented by peer recognition at a national level

Examples of activities that are consistent with the above guidelines follow for each of the three academic activities:

### **Research**

1. Demonstration of initiative and independence in research activities in basic science, clinical, outcomes, or population-based research.
2. Publication of independent research findings and scholarly papers in peer-reviewed journals.
3. Obtaining grants and/or contracts for support of research.
4. Participation as a member of large research team(s), providing documented critical contribution(s).
5. Presentation of research and other scholarly findings at scientific and professional meetings.
6. Service on thesis or dissertation committees.

### **Teaching**

1. Demonstration of mastery of content and method, documented by student and peer evaluation. All teaching activities should receive consideration.
2. Taking responsibility for the design, organization, coordination and evaluation of a course or series of lectures.
3. Developing and/or presenting effective continuing education or other professional programs, including invited presentations.
4. Providing effective supervision, guidance, and/or counseling to trainees, including graduate students, postdoctoral fellows, and/or house officers.
5. Participation in educational program planning and general curricular activities.
6. Publication of papers and/or presentations at professional meetings on topics related to education.
7. Demonstration of innovation in teaching methods and production of texts, educational software or courseware.
8. Receipt of recognition as an exemplary scientist or clinician whose mentoring and teaching activities provide an outstanding role model for students.
9. Serving as principal investigator on grants or contracts for educational projects.

### **Service**

1. Providing exemplary patient care and/or serves in administrative or committee roles that augment the missions of the Department and/or UABSOM.
2. Providing staff responsibility for a service or specific area of patient care.
3. Serving as critical member or director of a research core laboratory.
4. Serving on committees with the department, school, university and/or affiliated institutions.
5. Engaging in mentoring junior faculty colleagues.
6. Serving on committees to develop clinical practice guidelines or to formulate healthcare policies.
7. Providing service to the professional or lay community through education, consultation or other roles.

## **Professor**

Promotion to this rank usually requires the following:

- Distinguished performance as an associate professor, at least 3-5 years in rank.
- Academic credentials and demonstration of level of specialized accomplishment appropriate to the mission of the Department and the UABSOM.
- Demonstration of collegiality, involvement, and leadership as a citizen of the Department and/or UABSOM.
- Evidence of sustained scholarly achievement and productivity in the areas of research, teaching, and/or service, as appropriate.
- Demonstration of nationally recognized excellence in the conduct of academic duties.

Examples of activities that are consistent with the above guidelines follow for each of the three academic activities:

### **Research**

1. Continued demonstration of initiative, independence, and sustained activity in basic science, clinical, outcomes or population research.
2. Sustained productivity as author of papers reporting independent research findings in peer-reviewed journals.
3. Record of sustained ability to obtain grants and contracts for support of research.
4. Receipt of recognition of excellence in research by professional or scientific institutions or organizations.
5. Continued critical contribution(s) to large research team(s).
6. Receipt of invitations to preside over sessions at national or international or scientific meetings.
7. Participation in external review committees, study sections, or service as editor of scientific or professional journals.

### **Teaching**

1. Sustained and outstanding performance in the examples cited for the associate professor level.
2. Leadership through design, organization, coordination, and evaluation of a course(s).
3. Administrative responsibility at the school or departmental level for curriculum.
4. Leadership in continuing education or other professional programs; invitations as visiting professor at other institutions.
5. Supervision of staff teaching within a course, division, department, or within the school.
6. Sustained productivity in publication of papers and/or presentations at professional meetings on topics related to education.
7. Sustained innovation and leadership in production of texts, educational software, or courseware.
8. Record of sustained ability to maintain external funding to support innovative educational projects.
9. Sustained recognition as an exemplary scientist, teacher or clinician whose activities provide an outstanding role model for students.

## **Service**

1. Continued demonstration of excellence in patient care and/or service in critical administrative, core laboratory, or committee roles that augment the missions of the Department and/or UABSOM.
2. Senior staff responsibility for a service or specific area of patient care or clinical teaching.
3. Recognition as an authority by other schools and departments within UAB and by local, state, regional and national organizations or institutions.
4. Appointment to responsible position(s) within the institution or its affiliates (e.g., chairs a committee, department, or division; membership on major Department or UABSOM committees).
5. Engages in mentoring of faculty colleagues.
6. Continued service on committees to develop clinical practice guidelines or to formulate regional or national healthcare policies.
7. Election to responsible positions on civic boards or organizations concerned with health care issues at the local, state, regional, national or international levels.

## **Tenure Guidelines**

Any faculty member appointed to a tenure-earning position shall have a maximum of ten years to earn tenure. If tenure has not been awarded prior to one year before the end of the specified maximum tenure-earning period, the final year shall be a terminal appointment.

Tenure decisions should be made separately from appointment or promotion decisions. These decisions may be made at the same time or at separate points in time. Criteria for granting tenure include the following:

- Achievement of rank of at least Associate Professor;
- Academic credentials consistent with the missions of the department and the UABSOM;
- National reputation reflected by peer recognition, presentations at national professional meetings, and productivity in published works;
- Evidence of positive institutional citizenship, manifest as effective participation in service activities, mentoring of more junior colleagues, support of university missions and values, collegiality and leadership initiative;
- Evidence of sustained, significant scholarly achievement in at least two of three areas, including research, teaching, and service.

## **Scholarship**

The UABSOM has a multifaceted mission that includes providing healthcare, conducting research, applying new knowledge to improve healthcare and delivery, and educating healthcare providers. This mission requires the commitment of a diverse faculty. As an affirmation provided below is articulation of Scholarship at UABUABSOM, which is derived from an expanded view of scholarship set forth in Dr Ernest L. Boyer's book *Scholarship Reconsidered* (Glassick, C.E., Huber, M.T., Maeroff, G.L., Scholarship Assessed: Evaluation of the Professoriate. Carnegie Foundation for the Advancement of Teaching, 1997.). It is hoped that this statement will inform both the career development of faculty at UABSOM and the process of making decisions regarding appointments, promotion, and tenure.

Boyer's expanded view of scholarship includes the following:

### **Scholarship of Discovery**

"... the scholarship of discovery... comes closest to what is meant when academics speak of "research." No tenets in the academy are held in higher regard than the commitment to knowledge for its own sake, to freedom in inquiry and to following, in a disciplined fashion, an investigation wherever it may lead... Scholarly investigation... is at the very heart of academic life, and the pursuit of knowledge must be assiduously cultivated and defended."

### **Scholarship of Teaching**

"When defined as *scholarship*... teaching both educates and entices future scholars. As a *scholarly* enterprise, teaching begins with what the teacher knows... Teaching is also a dynamic endeavor involving all the analogies, metaphors, and images that build bridges between the teacher's understanding and the student's learning... Further, good teaching means that faculty, as scholars are also learners... In the end, inspired teaching keeps the flame of scholarship alive... Without the teaching function, the continuity of knowledge will be broken and the store of human knowledge dangerously diminished."

### **Scholarship of Application**

"The third element, the *application* of knowledge, moves toward engagement as the scholar asks, 'How can knowledge be responsibly applied to consequential problems? How can it be helpful to individuals as well as to institutions?...' To be considered *scholarship*, service activities must be tied directly to one's special field of knowledge and relate to, and flow directly out of, this professional activity. Such service is serious, demanding work, requiring the rigor – and the accountability – traditionally associated with research activities."

### **Scholarship of Integration**

"By integration, we mean making connections across the disciplines, placing the specialties in larger context, illuminating data in a revealing way, often educating nonspecialists, too... Today, interdisciplinary *and* integrative studies, long on the edges of academic life, are moving toward the center, responding both to new intellectual questions and to pressing human problems. As the boundaries of human knowledge are being dramatically reshaped, the academy surely must give increased attention to the *scholarship of integration*."

The scholarship of discovery, teaching, and application relate directly to UABSOM's major missions in research, teaching, and service. Examples of each are provided in the guidelines for appointment or promotion and tenure. The scholarship of integration related to all three areas and should be considered relative to contributions in the three primary areas.

A distinction has been made between *scholarly activity* and actual *scholarship*. For example, delivering a good lecture in a medical school class may be expected of a faculty member and is an example of a *scholarly activity*. To qualify as *scholarship*, however, one would look to the faculty member to be responsible for the development and validation of a curriculum, course, or new approach to teaching. A distinction might be made between a faculty member who provides competent clinical service and one who is viewed as a recognized authority in an area of clinical medicine.

**SCHOOL OF MEDICINE FACULTY COUNCIL  
2014**

NAME, TITLE, DEPARTMENT	TERM
<b>CO-CHAIRS</b>	
Nathaniel Robin, M.D., Professor Genetics nrobin@uab.edu	1/1/2007 - 12/31/2015
Lori McMahon, Ph.D., Professor Physiology	1/1/2009 - 12/31/2014
<b>MEMBERS</b>	
Lourdes C. Corman, M.D., Professor Huntsville, Internal Medicine	1/1/2014 - 12/31/2014
W. Winn Chatham, M.D., Professor Medicine - Rheumatology	1/1/2009 - 12/31/2015
Helen Krontiras Anderson, M.D., Associate Professor Surgery-Gen Surgery Oncology Section	1/1/2014 - 12/31/2016
David S. Geldmacher, MD, FACP, Professor Neurology	1/1/13 - 12/31/2015
Henry Wang, M.D., Professor Department of Emergency Medicine	1/1/2014 - 12/31/2016
Jeffrey Kerby, M.D., Ph.D., Professor Surgery - General	1/1/2011 - 12/31/2016
David M. Bedwell, Ph.D., Professor Department of Microbiology	1/1/2014 - 12/31/2016
Satinder Singh, M.D., Professor Radiology	1/1/2010 - 12/31/2015
Scott Wilson, Ph.D., Associate Professor Neurobiology	1/1/2011 - 12/31/2016
Charles Falany, Ph.D., Professor Pharmacology	1/1/2012 - 12/31/2014
Raymond G. Watts, M.D., Professor Pediatrics	1/1/2012 - 12/31/2014
Erica Liebelt, M.D., Professor Pediatrics eliebelt@peds.uab.edu	1/1/2012 - 12/31/2014
Timothy Ness, M.D., Professor Anesthesiology	1/1/2012 - 12/31/2014