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DEPARTMENT OF OB/GYN AND WOMEN'S HEALTH
PROMOTION AND/OR TENURE GUIDELINES
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The criteria used for promotion and tenure (P+T) in the Department of Obstetrics, Gynecology, and Women's Health ("OB/GYN") at the University of Hawaii's John A. Burns School of Medicine (JABSOM) are based upon the faculty member's primary responsibility for the university as determined by the appropriate faculty series.

The following guidelines are to be used by OB/GYN at JABSOM in the evaluation of applications from all Board of Regents appointed faculty for promotion and for consideration of tenure (when a qualifying state supported salary line is available). It is the faculty member's responsibility to ensure that the appropriate P + T criterion is used at the time of their P + T application.

This document outlines expectations of faculty in OB/GYN and is consistent with guidelines generated for JABSOM faculty. Faculty are required to follow the application deadlines and procedures for P + T review as outlined in the current contract of University of Hawaii Board of Regents/University of Hawaii Professional Assembly, and promotion and tenure regulations as put forth by the University of Hawaii Manoa and JABSOM.

I. Department Mission and Context

The mission of the John A. Burns School of Medicine, as part of the fabric of Hawaii, supports a diverse learning community committed to excellence and leadership in: educating current and future healthcare professionals and leaders, delivering high-quality healthcare, conducting research and translating discoveries into practice, establishing community partnerships and fostering multidisciplinary collaboration, and pursuing alliances unique to Hawaii and the Asia-Pacific region. Embedded within this School-wide mission, The Department of Obstetrics, Gynecology, and Women's Health strives to advance women's health in Hawaii by promoting excellence in education, research, clinical care and community service, in a sustainable fashion. JABSOM and OB/GYN act with forethought regarding right relationships, respect, and moral action, setting that as the foundation of faculty expectations.

II. Introduction

To achieve this mission, the department continues its commitment to building a world-class faculty—a faculty who understand and value their role as scholars in the field of medicine. As a result, the department recognizes the importance of ongoing faculty development, through the awarding of promotions and tenure.

Given the diversity of expertise within JABSOM's faculty, it is imperative that the various kinds of academic work be recognized through a broad vision of scholarship. The definition of scholarship should encompass excellence in the discovery of new problems, and the incorporation of new insights, the application of existing knowledge to new problems, and the incorporation of new knowledge into current educational models (see JABSOM Additional Criteria for Appointment, Promotion and Tenure of Instructional-Medical Faculty).

The Department of OB/GYN and Women's Health sets forth the following guidelines for the promotion and tenure of its faculty. These guidelines are adapted from the John A. Burns School of Medicine (JABSOM) Additional Criteria for Appointment, Promotion and Tenure of Instructional-Medical Faculty, and the University of Hawaii Criteria and Guidelines for Tenure/Promotion Application Minimum Qualifications, incorporating both I (Instructional) and M (Medical) Series expectations. The Department requires clear evidence of scholarship and peer recognition consistent with JABSOM expectations for regional or national/international expertise in the faculty member's area of expertise.

These guidelines shall assist the Department Chair and the Department Personnel Committee (DPC) in processing faculty applications for promotion and/or tenure. These guidelines shall be applicable to all faculty.

Considerations for promotion are based on:

- Significant current and long-term contributions to the needs of the School

- of Medicine and the University.
- Cumulative peer, faculty, and student evaluations documenting teaching ability, research and scholarly productivity, leadership, and community service.

Candidates for promotion are assessed and evaluated for accomplishment and excellence in traditional areas of teaching, research, and service. Candidates must demonstrate achievement and productivity appropriate to the rank at which promotion is sought in comparison with peers active in the same field. The comparison peer group consists not only of local colleagues but also of the whole appropriate scholarly community active at comparable medical schools elsewhere.

Consideration for Tenure (continuing appointment) should be based upon a) Evidence of prior and the potential for future service in an area of essential need to the University or JABSOM, and b) Evidence of leadership in the faculty member's academic area of expertise. Tenure applies only to full-time regular faculty hired into a full-time tenure-track position and supported by General ("G") Funds. It does not apply to faculty supported on research grants, contract funding, or those holding part-time positions. The Board of Regents must approve all tenure recommendations.

General reasons for granting tenure include:

- The University has concluded that the candidate is and will continue to be a productive and valuable member of the department, college, and campus; with the exception of faculty members who qualify for tenure upon initial appointment. Individuals granted tenure upon initial appointment must have held tenure at a comparable institution and should be deemed to have the potential to provide significant long-term contributions to the needs of the department based on his/her past accomplishments. The granting of tenure is to those making significant long-term contributions to the needs of the department and/or who will fill critical subspecialty roles in teaching, research, and service.
- The pattern of continuing professional growth is positive.
- The University anticipates long-term need for his or her professional subspecialty and services to the needs of the School of Medicine and the University.

III. Regular Appointments

The initial classification and base salary of a new faculty member are fixed when he/she is first appointed. If he/she has had previous experience in a similar position, he/she may be given more than the initial salary of the grade.

Regular Faculty Series

The Board of Regents (E5.221 05/11) allows for faculty appointment with grades

within each of the following categories of relevance for the Department of Obstetrics, Gynecology, and Women's Health:

(1) Instruction (designated as 'M' series for clinical medicine; 'I' series for other faculty) includes the grades of graduate teaching assistants, lecturers, instructors, assistant professors, associate professors, and professors.

(2) Researcher (designated as 'R' series) includes the grades of junior researchers, assistant researchers, associate researchers, and researchers. When applicable, the R series titles substitute the special area for the word "researcher," for example, "Assistant Epidemiologist," "Associate Geneticist," or "Microbiologist."

(3) Specialist (designated as the 'S' series) includes junior specialists, assistant specialists, associate specialists, and specialists. The S series is used for specialties not primarily involved with research, for example, "Associate Specialist in Student Personnel."

(4) Lecturer includes persons, often not permanently residing in Hawaii, employed for short-term teaching assignments, usually on a part-time basis.

Other Faculty

The Board of Regents (E5.221 05/11) also allows for faculty appointment with for other special classes of faculty in the following categories. Specific information on these other faculty types may be found in Executive Policy, E5.221.

Other Faculty Types to Include:

- (1) Visiting and Other Faculty**
- (2) Exchange Appointments**
- (3) Lecturers**
- (4) Visiting Colleagues**
- (5) Visiting Professional Colleague**
- (6) Affiliate Graduate Faculty**
- (7) Clinical Teaching Assistant**
- (8) Adjunct Faculty**

IV. Levels of Performance and Minimum Qualifications

A primary mission of JABSOM, defined by the Board of Regents, is to train physicians and researchers for Hawaii and the Pacific Basin. It is assumed that each department shall contribute appropriately to this mission. The following levels of performance are identified for promotion and for tenure consideration and review:

INSTRUCTOR

- For clinicians, an MD degree or equivalent medical degree from a medical school of recognized standing. For researchers, a PhD or other appropriate terminal graduate degree in a discipline of relevance to the department.
- Under general supervision, faculty at this level tutor or lecture and perform related work as assigned. They may teach in undergraduate and graduate courses as designated by the department.
- Prior research, scholarship, or clinical administration is not expected. However, Instructors are unlikely to be promoted beyond this level without evidence of effective research/scholarship activity. Hence, appointments at this level should permit research/scholarship training opportunities for those who have not had prior research/scholarship exposure.
- Completion of appropriate training.
- Demonstrated potential for teaching/research/scholarship.

ASSISTANT PROFESSOR

- Completion and receipt of Doctoral-level degree to appropriate series (M-Series: MD, I-Series: PhD) and other Doctoral-level degrees may be considered upon waiver from the Chancellor.
- For candidates with an MD degree, board certification (within 7 years of hire) or qualified to become certified (or the equivalent) is required.
- Under general supervision, faculty at this rank tutor in units, perform tasks, develop learning resources, or serve as clinical skills preceptors.
- In addition, faculty serve as resource persons in their area of specialization and give lectures or conferences/colloquia upon request.
- Evidence of effective teaching is required. This includes evidence of facilitating student-centered learning, demonstration of a positive attitude to student growth, and preparedness and skill as preceptor of clinical skills, community medicine, or elective preceptor. This will be documented through student and peer faculty evaluations of teaching effectiveness. Faculty are expected to contribute to student well-being through the Advisor Program.
- Evidence of effective research, scholarly activity, or clinical administration is required. The evidence includes peer reviewed publications, extramural grant support, invitations to present at national or international meetings, and indications of national recognition in letters solicited from leaders in the field. This research scholarship or administrative activity may be in areas affecting human health, patient care, basic science investigations underlying mechanisms of disease, or methods and techniques of medical education. Though potential areas of research scholarship are broad, faculty are expected to achieve scientific expertise in at least one area of scientific investigation.
- Applicants should be able to demonstrate, at a minimum, that they are locally visible contributors to their field of research or clinical specialty, either

locally or throughout Hawaii.

- The generation of new knowledge in basic science research, clinical care, or medical education is of major importance in improving the quality and effectiveness of the primary teaching function of any medical school.
- Value is placed on timely publication of results in peer-reviewed journals that include at least co-authorship of publications together with sufficient independent or group research/scholarship activity to justify the reasonable expectation that the applicant will develop into an effective and productive scholar. In the biomedical field, first authorship usually indicates the individual, a student or fellow, who performed most of the work. The last author on a publication (termed "senior author" in our field) is the individual who planned and directed the work, and who mentored the first author during the process. Thus, senior authorship is most regarded as the position for the leader of the project. In this field, there are three major types of publications. The first are case reports of interesting patient problems that shed light on a particular disease. The second are laboratory based research projects that are related to medicine. The third are clinically based studies that vary in size depending on the size of the population of patients being studied.

ASSOCIATE PROFESSOR

- For clinicians, an MD degree or equivalent medical degree from a medical school of recognized standing. For regular instructional faculty, researchers and specialists, a PhD or other appropriate terminal graduate degree in a discipline of relevance to the department.
- For candidates with an MD degree, board certification by American Board of Medical Specialties or its equivalent and recertification in that field when appropriate.
- A minimum of four years in the rank of Assistant Professor, or four years of other medical experience, or a total of four years teaching in the rank of Assistant Professor and other medical experience or one year at the rank of Associate Professor at another medical school of recognized standing.
- In medical education, faculty are expected to take on increasing responsibility for administering programs in research, education, or clinical care. This includes involvement in the clinical courses and pre-clinical problem-based learning (PBL) curriculum for the MD program, and/or involvement with resident or fellowship training, and/or involvement in the curriculum of the Public Health, Communication Science and Disorders and/or Medical Technology programs.
- Service Involvement includes chairing and serving on committees, developing innovative educational or clinical programs, and developing and implementing evaluation tools.
- Evidence of skill in tutoring and delivery of lectures and conference/colloquia, and expertise as a resource person is expected.
- Faculty should demonstrate increasing skill in organizing and administering

educational, research, and training experiences for undergraduates, graduate students, medical students, residents, or fellows. This is determined in three ways. First, each faculty receives student and fellow evaluations of teaching and mentorship that document the effectiveness of their progress. Second, faculty who develop increasing skill in these areas are given more responsibility and leadership roles for them. Research and teaching are documented as described, above. Third, each faculty is evaluated every year by the chair of the department who comments on their progress.

- Clear recognition among peers at state or national level is expected.
- Faculty are expected to direct and conduct research, educational or clinical programs, independently or collaboratively.
- Evidence of research/scholarship productivity is required (e.g., primary authorship and co-authorship on publications in major peer-reviewed journals, regular contribution to the field of medical education). Where the applicant's primary activity has been in group research/scholarship, evidence of independent responsibility for substantial and recognizable sections of the group's work must be demonstrated. If an applicant's primary activity has been in clinical teaching, regular presentations of scholarly abstracts at local, regional, and/or national meetings, primary authorship of peer-reviewed medical case reports, or primary/co-authorship in peer-reviewed journals in medical education, clinical discipline, or academic administration should be demonstrated. In addition, if applicant is or has participated in research studies involving clinical trials, community-based research, or clinical services and/or intervention should be documented.
- Faculty at this rank render service to the medical school, university, professional, or lay communities as required by the department and community.
- Applicants should be able to demonstrate, at a minimum, that they are regionally-visible contributors to their field of research or clinical specialty, across Hawaii and/or the Pacific Region.
- Service activity at this rank includes but is not limited to participation in local or regional education/training committees or key university/hospital committees providing clinical, administrative, research, or educational leadership.
- Faculty should be capable of mentoring graduate students, medical students, residents, or fellows.

PROFESSOR

- For clinicians, an MD degree or equivalent medical degree from a medical school of recognized standing. For regular instructional faculty, researchers and specialists, a PhD or other appropriate terminal graduate degree in a discipline of relevance to the department.
- For candidates with an MD degree, board certification by American Board of Medical Specialties or its equivalent and recertification in that field when

appropriate.

- A minimum of four years in the rank of associate professor.
- These individuals clearly function as leaders in the JABSOM, University, and in the national or international research academic and/or medical community.
- Proven ability as a teacher, scholar, investigator, administrator, and/or clinician.
- Documented participation in the scholarly and academic and/or clinical affairs of the medical school, University, professional organizations, and/or hospitals.
- Demonstrated ability to plan, organize, and supervise academic activities and to undertake a variety of teaching, committee, administrative, and/or clinical assignments.
- Proven capacity for leadership in the professional and scholarly community.
- Recognition as an outstanding academician, scholar, or clinician with a national and/or international reputation is expected.
- Evidence of leadership is expected, and can include, but is not limited to directing courses and programs for medical students, residents, or faculty; leading or participating in national or international educational committees for medical student, resident, or fellowship training; and chairing major standing committees/working groups providing clinical, educational, or administrative service, developing educational models or new clinical services.
- Faculty should be capable of mentoring junior faculty.
- Evidence of research or scholarly activity, which may be in medical education or clinical service, is required.
- Regular publication in peer-reviewed journals significant to the applicant's field is expected with primary or co-authorships.
- Evidence of successful competitive funding at the national level or extramural funding of clinical trials, clinical services, or educational training grants and/or contracts is expected.
- Applicants should be able to demonstrate that they are nationally or internationally respected contributors to their field of research or clinical specialty.
- Applicants should be capable of leading a research/scholarship group; provide research/scholarship training for junior faculty and/or graduate students; and/or provide leadership in research studies involving clinical trials, community-based research, or clinical services and intervention.

V. Department Personnel Committee (DPC)

The Department Personnel Committee (DPC) consists of regular compensated faculty members of the department, excluding the department chairperson. The chairperson of the DPC is elected by members of the committee. The function and role of the committee is to provide an opinion regarding candidates for promotion and tenure that is separate and independent from that of the department

chairperson.

Regular faculty whose appointment is 50% or more and are members of the bargaining unit 07 are eligible to serve on the DPC for Promotion reviews. For Tenure reviews, the DPC must consist of Five tenured faculty members. No less than Five and no more than Seven regular faculty serve on the DPC and their term or office shall either be tenured or elected by the Department Executive Committee (DEC).

Previous DPC chairs may serve as ex-officio members for an additional three years. The department chair does not participate as a member of the DPC.

In March 1998, the School of Medicine was granted an exemption, extended in 2011, to the collective bargaining agreement requirement that voting members of the personnel committee comprise of only tenure or tenure track faculty. As a result, senior non-tenure track department faculty may serve on the personnel committee and may vote on the promotion applications on non-tenure track faculty when their equivalent rank is equal or higher than the rank sought by the applicant.

The DPC shall serve as a separate and independent review body from the department chair in processing all faculty applications for promotion and/or tenure. The DPC shall assess and evaluate a candidate's accomplishments and excellence in traditional areas of teaching, research, and service. The DPC deliberations and final voting on each candidate shall be by secret ballot. The chair of the DPC shall submit a summary of the DPC's recommendation to the Department Chair.

The Dean, with the recommendation of the Department Chair, can appoint ad-hoc members from other departments to ensure the completeness of a DPC.

The DPC will periodically review the Department's guidelines on promotion and tenure. If amendments to the guidelines become necessary, the Department's regular faculty shall review the proposed amendments and vote on its adoption. A majority vote of the regular faculty is required.

VI. Areas of Evaluation

TEACHING

- All faculty members will participate in medical, undergraduate, or graduate student teaching.
- Medical teaching focus areas include allied health, post-baccalaureate, medical student, post-graduate, and continuing education courses.
- Teaching can include, but is not limited to: lectures/colloquia, problem-based learning (PBL), clinical skills, laboratories, ward, unit, or clinic attending, honors program, curriculum development, thesis committees,

didactic house staff lectures, seminars (journal club, morning report, research conferences), continuing medical education (CME) conferences, post baccalaureate teaching, international teaching, and grand rounds.

RESEARCH/SCHOLARSHIP

- A faculty member is expected to engage in, and disseminate the results of, original research/scholarship regularly, whether in basic science, clinical science, or medical education.
- The applicant will demonstrate the level of academic achievement and reputation in research/scholarship that is commensurate with the rank sought at comparable medical schools in the United States.
- Such research/scholarship may be carried out by individual investigator in their own laboratories and clinical settings, or increasingly, may be pursued by collaborations crossing traditional disciplinary (or indeed University) boundaries.
- In such cases, evaluators should take into consideration the reputation of the research/scholarship group, external letters of recommendation, primary or co-authorships, and opinions from members of the research/scholarship group.
- Evidence of active research/scholarship and scholarly achievement is commonly measured by publications that involve peer-review by independent referees.
- Other examples of scholarly achievement include grant proposals (submitted to extramural agencies which are approved or scored in the potentially fundable range), formal presentation of research/scholarship at national and international professional meetings, and the impact factor of journal publications as well as citation indices.
- In some instances, for faculty in the M-series, achievement in this area may emphasize alternative evidence of scholarship, including the ability to synthesize and disseminate existing research.

SERVICE

- Faculty are expected to participate in and assume executive leadership and responsibility for developing and administering programs central to the mission of the JABSOM and the University both within the university and community (regional, national, international) arenas.
- Examples of endeavors regarded as service include participation on committees or other bodies for community service organizations; outreach efforts to underserved areas and populations; participation in science/health related organizations and professional societies (local, national, and international); reviewer and/or editor for a professional journal, panelist, or outside reviewer for extramural granting agencies; and consultant for state government or educational institutions.

CLINICAL AND ALLIED HEALTH CARE PRACTICE

- Faculty with clinical responsibilities are expected to have demonstrated competence as a clinician, to include relevant Board certification, a professional reputation among colleagues, students, and patients as applicable, advancement of knowledge or practice in a clinical discipline, and participation in continuing education activities.
- Faculty who primarily perform research are expected to serve as an educational resource for the Problem-Based Learning (PBL) program – e.g., teaching, tutoring, mentoring on biological sciences topics of relevance to the education of medical students.
- Examples of clinical endeavors include provision of outstanding clinical patient care in a teaching/academic setting based on evaluations from medical students, residents, fellows, and in some cases, patients and other allied professional staff; direct delivery or supervision of medical services and preventive service delivery for the people of the state and Pacific Basin, development of new clinical services, or quality improvement initiatives; leadership in clinical and/or clinically-focused educational training programs, clinical laboratory analysis, and clinical examination; and supervision of trainees in speech pathology, audiology, and public health.

VII. Promotion and Tenure Review

All eligible Faculty Members must apply for tenure by their final year of probationary service according to a timetable established and published by the Employer, provided previous years of probationary service have been rated as satisfactory. Following review of the application, the Employer through its officers shall notify the Faculty Member by June 30 following the date of application whether it will grant or refuse to grant tenure on the following July 1. If tenure is refused, the Faculty Member shall be offered a terminal year's contract commencing July 1. If notification of refusal of tenure is not given in writing by June 30 of the final year of probation, the Faculty Member shall receive a year's extension of probationary service with the option of reapplying for tenure during that year. Personal delivery of the notice in writing, or the mailing of the notice by certified or registered mail to the last recorded residence of the Faculty Member, on or before June 30, shall constitute an effective notification. A Faculty Member who fails to apply for tenure during the final year of probationary service shall be given a one-year (1-year) terminal contract commencing August 1.

The President may grant tenure upon the initial appointment to Faculty Members who have previously held tenure at a comparable institution, pursuant to BOR Policy and Executive Policy.

TENURE EVALUATION PROCEDURES

Guidelines for filling out and processing tenure applications shall be established by the Employer. Criteria shall be in writing and shall be distributed in the guidelines and procedures provided to the applicant along with the tenure application forms and shall be the basis on which judgment for consideration of tenure shall be made.

Tenure application forms shall be made available to eligible Faculty Members no less than six (6) weeks prior to the application deadline. Faculty Members applying in the final year of the normal probationary period (as set forth in C.2.a. of this Article) shall have the option of being considered under the criteria contained in the guidelines distributed in the year of application or those contained in the guidelines distributed two (2) years earlier. A faculty member in the I or R series may apply for tenure from Rank 3 (Assistant Professor, Assistant Researcher) with automatic promotion to Rank 4 (Associate Professor, Associate Researcher). Specialists may apply for tenure at any rank.

At each campus, the administrative coordination for this process will be provided by the Office of the Chancellor.

The application for tenure is prepared by the candidate in consultation with the Department/Division Chair (DC), if so requested by the candidate, in accordance with the established guidelines. No anonymous material shall be made a part of any dossier.

Prior to the DPC review, Departments, Department Chairs, TPRCs, or UH administrators shall not accept unsolicited information for inclusion in a tenure dossier without providing the information to the candidate and then giving the candidate the opportunity to provide a written response. Once the DPC has begun its review, no unsolicited information will be included in the dossier. This does not apply to solicited external reviewers, including those agreed upon by the applicant, per the DPC procedures.

The DC and the Department/Division Personnel Committee (DPC) then review the application for completeness. The DPC will consider the evidence, make one (1) written assessment of the strengths and weaknesses of each applicant, including a recommendation if they so desire for or against tenure, and transmit the dossier to the next higher level of review.

The DC shall not participate in the deliberations of the DPC written assessment. The DC shall make a separate and independent assessment and recommendation.

The dossier is forwarded by the DC to the Dean who, after making an assessment and recommendation, shall refer it to the TPRC.

The application shall be assigned to one (1) of the Tenure and Promotion Review Committees (TPRC) appointed by the Employer in accordance with Article XV (applicants should note their right to the Exclusion Option in Section C of that Article). The Employer may seek the advice of the Union before appointing Faculty Members to a TPRC. The TPRC shall issue one (1) written report with a recommendation, which may include the minority view(s), if any. The dossier is then returned to the appropriate Chancellor.

PERIODIC REVIEW OF TENURE

Periodic reviews of BOR appointees will be conducted every five years. The chairman will ask the individual to provide a document listing all of her or his accomplishments during that period with evidence to support them in the form of publications, grant support, teaching evaluations, presentations at national meetings, teaching load, and administrative roles. Faculty will be provided with the chair's final post-tenure review, and will be allowed to rebut any negative comments, and this rebuttal will be included in the final report. Procedures for Evaluation of Faculty at UH Manoa will be followed if deficiencies are identified.

PROMOTION

Any Faculty Member shall upon application be considered for promotion in any year in accordance with guidelines established by the Employer. Criteria shall be in writing and shall be distributed in the guidelines and procedures provided to the applicant along with the promotion application forms and shall be the basis on which judgment for consideration of promotion shall be made.

PROCEDURES FOR RECOMMENDING PROMOTION

The application for promotion is prepared by the candidate in consultation with the Department Chair, if so requested by the candidate, in accordance with the established guidelines. No anonymous material shall be made a part of any dossier.

Prior to the DPC review, Departments, Department Chairs, TPRCs, or UH administrators shall not accept unsolicited information for inclusion in a promotion dossier without providing the information to the candidate and then giving the candidate the opportunity to provide a written response. Once the DPC has begun its review, no unsolicited information will be included in the dossier. This does not apply to solicited external reviewers, including those agreed upon by the applicant, per the DPC procedures.

Should there be a substantial change in the promotion criteria in the year of application, the candidate shall have the option of being considered under the criteria contained in the guidelines distributed in the preceding year.

Procedures and provisions described previously shall apply for promotion as well as tenure, except as otherwise noted.

The Employer will notify the Faculty Member of its decision in writing normally no later than June 30. The promotion, if granted, will be effective as of August 1, even if the decision and notification are made after June 30.