

BYLAWS

**COLLEGE OF APPLIED HEALTH SCIENCES
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN**

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BYLAWS

COLLEGE OF APPLIED HEALTH SCIENCES UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

PREAMBLE

The name of this assembly shall be "The Faculty of the College of Applied Health Sciences (hereafter, College) of the University of Illinois at Urbana-Champaign." The College, established in 1957, is dedicated to excellence in teaching, research, scholarship, service; and to the principles of academic freedom, democratic governance, and affirmative action in the formulation and implementation of its educational policies.

Written as a supplement to the University of Illinois *Statutes* (hereafter, *Statutes*, last amended January 17, 2008), these *Bylaws* are intended to (a) provide a framework for the effective conduct of College activities, (b) define the rights and responsibilities of the Dean and the faculty, and (c) guide the appointment of committees and other faculty groups. In case of conflict, the *Statutes* will prevail. The policies and procedures stipulating how these *Bylaws* will be implemented are approved by the College of Applied Health Sciences Executive Committee (hereafter, Executive Committee) in consultation with the Dean of the College. The *Bylaws* will be reviewed at least every five years (in years ending in "0" and "5") by at least three members of the Executive Committee.

ARTICLE I. FACULTY

(Reference: *Statutes* Article II, Section 3)

For governance purposes, the term "faculty" as used in these *Bylaws* refers to those who have the right to vote in elections and faculty meetings.

Section 1. The faculty consists of those members of the academic staff with the rank or title in the College of professor, associate professor, or assistant professor who are tenured or receiving probationary credit toward tenure and those administrators in the direct line of responsibility for academic affairs (persons who hold the title Director or Dean in an academic unit). Administrative staff are members of the faculty only if they also hold faculty appointments in at least one academic unit in the College.

Section 2. The Dean of the College, in consultation with the Executive Committee, may also grant specified faculty privileges to members of the academic staff of the College or of other colleges who are not included in Article I, Section I of the *Bylaws* (i.e., neither tenured nor receiving probationary credit toward tenure), and who have the rank or title of professor, associate professor, assistant professor, instructor, or lecturer. The Dean of the College, in consultation with the Executive Committee, may also grant specified faculty privileges to members of the academic staff of the College or of other colleges who have the rank or title of professor, associate professor, assistant professor, instructor, or lecturer modified by the terms “teaching,” “research,” “adjunct,” “clinical,” “visiting” and/or “emeritus” (e.g., “teaching associate professor,” “research professor,” “adjunct assistant professor,” “clinical associate professor,” “visiting professor”). Only academic staff with the titles listed above may be extended faculty privileges. Voting on these provisions of the *Bylaws* is limited to those named in Article I, Section I of the *Bylaws*.

ARTICLE II. THE DEAN OF THE COLLEGE

Section 1. The Dean is the chief executive officer of the College and is responsible for its administration and is the agent of the College faculty for the execution of College educational policy. In carrying out this role, the Dean reports to the Chancellor of the UIUC campus.

Section 2. The Dean is empowered to appoint assistant and associate deans after consultation with the Executive Committee. Members of the Dean's staff serve terms specified in the *Statutes* and at the pleasure of the Dean.

Section 3. The Dean shall chair all meetings of the general faculty, or designate an individual to serve as chair.

Section 4. The Dean shall meet regularly with department heads and unit directors to expedite the administrative work of the College. The Dean may invite to such meetings administrators, faculty, students and others to discuss particular administrative problems or issues. The Dean shall set and distribute, prior to the meeting, the agenda for each meeting and maintain a record of matters discussed.

Section 5. Any powers not delegated to the Dean in the *Statutes* and these *Bylaws* are reserved to the faculty.

ARTICLE III. EVALUATION OF THE DEAN

(References: *Statutes* Article III, Sections 3, and 5 and **Dean Review Guidelines GP.96.02**)

In accordance with the *Statutes*, the Executive Committee approved the following policies and procedures for the evaluation of the Dean's performance.

The *Statutes* (Article III, Section 3b) specify the procedures for the appointment and evaluation of the Dean: "The Dean shall be appointed annually by the Board of Trustees, on recommendation by the Chancellor and the President. On the occasion of each recommendation, the Chancellor shall seek the prior advice of the Executive Committee of the college concerned. The performance of the Dean shall be evaluated at least once every five years in a manner to be determined by the college faculty."

Section 1. Five-year evaluation. The Dean will be evaluated during either the third or fourth year following the initial appointment and every five years thereafter. The Executive Committee will appoint an Evaluation Committee to conduct this evaluation. In appointing this Evaluation Committee, the Executive Committee will consider: the size of the Committee, unit representation, and the members' faculty rank. The Chairperson shall be appointed by the Provost, and shall be a faculty member holding the rank of full professor whose primary appointment is in a college other than Applied Health Sciences.

Following the appointment of the Evaluation Committee, the Chairperson will consult with the Provost concerning the charge to the Committee and the Coordinator of Administrator Evaluation relative to the procedures to be followed in conducting the evaluation, the support services that can be provided and the target dates for submitting the final report. The Committee may examine any matters they may deem relevant to the task of evaluating the performance of the Dean.

Upon completion of the evaluation, the Evaluation Committee will prepare its final report. This report will include sufficient information relative to the methodologies employed so that the findings and recommendations can be interpreted by the reader. Copies of the report will be sent to the Provost and to the Dean. The Chair of the Evaluation Committee will present a summary of the report verbally to the Executive Committee. The Executive Committee and the Evaluation Committee shall respect the confidentiality of all information collected as well as the subsequent final report.

a. Schedule. The Evaluation Committee shall be appointed and commence its work as early as possible in the academic year that the review is to be conducted. The evaluation process shall be completed and the report submitted in accordance with the dates established by the Provost.

b. Faculty/staff input. The Evaluation Committee will inform the faculty/staff of the College of the general charge to the Committee, the membership of the Committee, and the evaluation plan. As part of the evaluation plan, the Evaluation Committee will develop a survey instrument to be distributed to all members of the faculty/staff. The Committee may want to utilize the services available from the Coordinator of Administrator Evaluation in developing the survey instrument and in processing the data. Similar procedures may be developed by the Committee to solicit input from those staff members whose responsibilities are related to the Office of the Dean. At its own discretion, the Committee may utilize additional methods of obtaining faculty/staff input, such as interviews, open meetings, etc. Confidentiality will be preserved at all steps in the process.

c. Department heads and division directors. The department heads and division directors will be asked to submit comments on the work of the Dean in relation to their specific administrative unit. These comments will be considered separately from the faculty/staff responses to the survey instrument.

d. The Dean shall be given the opportunity to meet with the Committee both early in the process for preliminary discussion and towards its conclusion to allow for discussion of any area of concern that may have emerged.

e. Additional procedures. The Evaluation Committee shall feel free to incorporate any additional procedures which it feels appropriate to help conduct this evaluation

f. Evaluation criteria. The criteria and procedures to be utilized by the Evaluation Committee will be established and agreed upon by the Committee members before the formal evaluation is undertaken.

Section 2. Annual evaluation. The Executive Committee is charged with providing advice relative to the annual re-appointment of the Dean. The Committee shall meet, with the Dean absent, to prepare its recommendation. The meeting will be called and chaired by the member of the highest professorial rank with the greatest seniority in that rank (Vice-Chair). The Committee will adopt, by a majority vote, a recommendation to be forwarded to the Provost by the Vice-Chair. This meeting should be scheduled as early in the Spring Semester as possible to allow sufficient deliberation. The Executive Committee will determine the procedures to be followed in conducting this performance review, allowing for appropriate faculty input.

ARTICLE IV. MEETINGS

Section 1. Regular meetings. The Dean shall call meetings of the College faculty to consider questions of College governance and educational policy at such times as the Dean or the Executive Committee may deem necessary.

a. The Dean shall call at least two regular meetings of the faculty during each academic year and shall announce the dates at least thirty days before the date of the meeting.

b. The Dean shall prepare the agenda and preside at all College business meetings. An individual designated by the Dean shall chair the meeting in the absence of the Dean. Any item of business specifically requested by the Executive Committee shall appear on the agenda. Faculty members may request that the Executive Committee place specific items of business on the agenda. Omission of such an item from the agenda shall not prevent its introduction from the floor as new business. Items introduced from the floor as new business shall be held over to the next meeting, regular or special, for action.

c. Pre-filed motions to be placed on the agenda must be submitted to the College Office at least two weeks prior to a College meeting. Action items not included on the agenda may be presented at the meeting with concurrence of at least two-thirds of the faculty present.

d. At least five working days before each meeting, written notice, including the agenda, shall be sent to each member of the faculty and to retired faculty members who request such notices.

Section 2. Special meetings. A special meeting of the faculty may be called by the Dean or the Executive Committee. A notice, including the agenda, of the meeting shall be sent out at least five working days before the meeting, and only items specifically identified on the agenda will be considered.

Section 3. Quorum. The quorum for business meetings consists of a majority of the voting faculty. The Elections and Credentials Committee will monitor quorum and voting questions.

Section 4. Faculty meetings shall ordinarily be open to the public. However, a meeting may be closed by vote of the faculty in those cases in which public disclosure would substantially and adversely affect the matters being considered.

Section 5. Faculty holding joint appointments in two or more units within the College shall have only one vote. Such individuals shall vote with the unit in which they have the largest share of their appointment. In the case of faculty with .50 FTE of their appointments in two different College units, the faculty member shall declare to the Executive Committee with which unit he/she will vote and represent. Proxy votes are not permitted. Voting shall be by secret ballot where requested by a faculty member.

Section 6. Faculty shall hold an appointment of .50 FTE or greater within the College to have voting privileges.

Section 7. An action item, other than changes to these *Bylaws*, shall be approved by a majority vote of those faculty present.

Section 8. The latest revision of *Roberts' Rules of Order* shall apply to the extent that its provisions are not inconsistent with the *Statutes* or these *Bylaws*.

Section 9. Order of business.

a. When a meeting is adjourned without provision for its continuation at another time, the unfinished business shall be considered as old business at the next regular meeting.

b. When a meeting is adjourned with provision for its continuation at another time, the unfinished business shall be in order at the continuation meeting immediately after approval of the minutes.

Section 10. The Dean shall appoint annually a parliamentary and administrative support person to facilitate the conduct of College meetings.

Section 11. Procedures regarding mail balloting are described below.

ARTICLE V. ELECTED COMMITTEES

Committees designated as "elected" may be created or dissolved only by a vote of the faculty. Likewise, membership on these committees is determined by vote of the faculty. In each instance, election of committee members will be by secret written ballot conducted by the Elections and Credentials Committee. The Elections and Credentials Committee shall prepare a list of candidates eligible at the time of the election for each committee. To be eligible for election to a committee, an individual must have a .50 FTE or greater appointment within the College (exception is Promotion and Tenure Committee, Article V, Section 5). An appropriate number of nominees will be placed on the election ballot. A tie vote will be resolved by a flip of

a coin by the Elections and Credentials Committee Chairperson. After committee elections, if any faculty are elected and/or appointed to more than two College committees, the Chair of the Elections and Credentials Committee *{or designee}* should contact said nominees and seek their preferences for committee membership. After such preferences are made, any vacancies on remaining committees will be filled by the nominee who receives the next highest number of votes in the election. In certifying those individuals elected, the Elections and Credentials Committee will follow the policies and procedures set forth in the **Bylaws**. Unless they indicate a willingness to regularly attend meetings, faculty on sabbatical leave may be temporarily replaced during that period of their absence by an eligible faculty member with the next highest number of votes within the election category.

In fulfilling their responsibilities, committees may establish their own operating procedures as long as they are not in conflict with the **Statutes or Bylaws**.

Section 1. Alleged Capricious Grading Committee (reference: 2009-10 Student Code, Section 3-107). The function of the Alleged Capricious Grading Committee is to review written student appeals alleging capricious grading, ensuring that specified efforts are made to resolve the issue, and, if necessary, hold fact-finding sessions to determine the validity of the allegation and the appropriate remedy.

The Alleged Capricious Grading Committee shall be chaired by the College Associate Dean of Academic Affairs who will have no vote.

The Alleged Capricious Grading Committee shall consist of members elected by and from the faculty of the College with one (1) member and one (1) alternate member being from each degree offering unit. Tenure of office will be for two (2) years with staggered two-year (2) terms. To assure such representation the Elections and Credentials Committee may need to certify an individual as being elected even though that person did not receive the greatest number of votes for that position. Vacancies on the Committee will be filled by the nominee who received the next highest number of votes in the most recent election of faculty to the Alleged Capricious Grading Committee, with due regard for appropriate representation. Unit heads/directors will not be eligible for membership on this committee.

Section 2. Educational Policy Committee (reference: **Statutes** Article III). The functions of the Educational Policy Committee include, but are not limited to, the following: (1) review and approve matters of educational policy such as degree programs, curricular changes, degree requirements, admission requirements, grading regulations, and experimental educational programs; (2) examine related budgetary implications of educational policy matters and refer any concerns to the Executive Committee; and (3) advise the Dean on issues related to educational policies.

The Educational Policy Committee shall elect its own chair from among its membership. All Deans of the College will be ex-officio members without vote.

The Educational Policy Committee shall consist of seven (7) members elected by and from the faculty of the College with no more than three (3) members being from any academic unit. Tenure of office will be for two (2) years with staggered terms. Vacancies on the Committee will be filled by the nominee who received the next highest number of votes in the most recent election of faculty to the Educational Policy Committee. Unit heads/directors will not be eligible for membership on this committee.

Section 3. Elections and Credentials Committee. The functions of the Elections and Credentials Committee include, but are not limited to, the following: (1) coordinate procedures for the College's involvement in Senate elections; (2) conduct College committee elections as prescribed in the *Bylaws*; (3) conduct College voting procedures in accordance with the *Bylaws* and in consultation with the Executive Committee and the Dean; and (4) inform the faculty of the results of all elections.

a. Relative to Senate elections, the Committee certifies the Senate electorate from the College, distributes Senate electorate information (faculty and students), and oversees election procedures in the various units.

b. For the election of members to the College's standing committees, the Committee will assure appropriate faculty representation on the ballots of all elected committees. This procedure is further described in the introductory paragraph of this Article.

The Elections and Credentials Committee shall elect its own chair from among its membership. The College administrative support person will be an ex-officio member without vote. The Elections and Credentials Committee shall consist of seven (7) members elected by and from the faculty with at least one (1) member being from each academic unit. Tenure of office will be for two (2) years with staggered terms. Vacancies on the Committee will be filled by the nominee who received the next highest number of votes in the most recent election of faculty to the Elections and Credentials Committee. Unit heads/directors will not be eligible for membership on this committee.

Section 4. Executive Committee (References: *Statutes* Article III, Sections 2, 3b, and 5). The functions of the Executive Committee include, but are not limited to, the following: (1) represent faculty within the College; (2) advise the Dean on the formulation and execution of College policies; (3) call meetings of the College faculty as deemed appropriate; (4) consult with the Dean on the preparation of the budget; (5) the review and approval of College policy matters; and (6) advise the Chancellor *{or designee}* on the annual appointment of the Dean.

The Executive Committee shall be chaired by the Dean who is an ex-officio member without vote. The senior faculty member (the highest professorial rank with the greatest seniority in that rank) shall serve as Vice-Chair.

The Committee shall consist of six (6) members elected by and from the faculty of the College for staggered two (2) year terms of office. Each academic unit shall have two (2) members to assure such representation, the Elections and Credentials Committee may need to certify an individual as being elected even though that person did not receive the greatest number of votes for that position. Vacancies on the Committee will be filled by the nominee who received the next highest number of votes in the most recent election of faculty to the Executive Committee, with due regard for appropriate representation. Unit heads/ directors will not be eligible for membership on this committee.

The Executive Committee shall, on an annual basis, include one representative from the Division of Disability Resources and Educational Services.

Items relevant to the College as a whole may be included as a discussion item on the Executive Committee agenda. Such items may be placed on the agenda by any member of the Executive Committee. Any written communications to be included for discussion on such issues should be distributed to the committee via the Chair of the Executive Committee, the Dean of the College.

Section 5. Grievance Committee. The function of the Grievance Committee is to address complaints from members of the College concerning actions of a department or division, its officers, committees, or faculty. The Committee shall be advisory to the Dean.

Only faculty members may hear grievances from faculty members and those members shall be elected by the faculty. In the event that a Committee member cannot, for whatever reason, render an impartial opinion on a specific grievance, that individual will be replaced by a faculty member who received the next highest number of votes in the most recent election of the Grievance Committee. The Grievance Committee shall consist of members elected by and from the faculty of the College with one (1) member being from each degree offering unit. Unit heads/directors will not be eligible for membership on this committee.

Before filing a formal grievance with the Committee, the member of the unit should first try to resolve the problem informally with the individual(s) against whom the grievance is being made. In the event that informal resolution is not possible, the formal grievance should be explicitly stated in writing and presented to the Committee, including the facts relating to the matter and the resolution sought by the grievant. The Committee will inform, in writing, the individual(s) against whom the grievance is made of the matter under dispute, including the identity of the grievant. The respondent(s) will then be given the opportunity to reply in writing to the written grievance, followed by a written reply to the respondent's rejoinder from the grievant. The

Committee will convene to address the grievance and to solicit whatever information it deems appropriate to consider; all deliberations of the Committee will be kept in strictest confidence. The findings of the Committee will be communicated in writing to the grievant and to the respondent(s), including any further avenue of appeal. All grievance investigations will function in a timely manner, specifying reasonable time frames for each step in the process, and a known point at which the process shall be considered complete.

Section 6. Promotion and Tenure Committee (references: *Statutes* Article III, Section 2f, 3d, Article IX, Sections 1, 2, 3). The functions of the Promotion and Tenure Committee include, but are not limited to the following: (1) advise the Dean on appointments, reappointments, non-reappointments, and promotions related to the faculty; (2) review all promotion and tenure papers submitted to the College by its respective units to ensure that such papers are in compliance with University and College policies and procedures; and (3) review and recommend changes, as deemed necessary, to the College's policies and procedures relative to the promotion and tenure decision-making process.

The Promotion and Tenure Committee shall elect its own chair from among its membership.

The Promotion and Tenure Committee shall consist of five (5) members elected by the faculty of the College from those members who are full professors on indefinite tenure status with an appointment in the College in excess of .50 FTE. In the event that there are not five full professors who are eligible to serve on the College Promotion and Tenure Committee, a committee of fewer than five members shall be convened. No more than two (2) members from a College unit may serve simultaneously, if there is a sufficient pool of full professors. The term of office will be two (2) years. Members can serve a maximum of two consecutive terms. Vacancies on the Committee, due to resignations, will be filled by the nominee who received the next highest number of votes in the most recent election of faculty to the Promotion and Tenure Committee. The replacing member will serve the remainder of the resigning member's term and will thereafter be eligible for two (2) consecutive terms. The resigning member will be considered to have served an elected term and thereafter be eligible for one additional term. No individual may serve simultaneously on promotion and tenure committees at two different levels (department, college, campus). Unit heads/directors will not be eligible for membership on this committee.

In fulfilling its duties, the Promotion and Tenure Committee will be guided by the following procedures:

a. Committee members cannot vote in absentia. Only those Committee members who are able to be present and to participate fully in the discussions and deliberations on matters of promotion and tenure will be permitted to vote on the final decisions of the Committee.

- b.** Final vote on a candidate should be taken by means of a secret ballot with votes counted by the Chair.
- c.** Submission of the Committee's recommendations in a letter to the Dean should include:
 - (1) A general statement of recommendations;
 - (2) A specific statement of rationale for the Committee including strengths and weaknesses of the candidate; and
 - (3) The Committee's numerical vote on the decisions.
- d.** The preparation of the letter to the Dean should be a cooperative endeavor with Committee members sharing in its preparation to the fullest extent possible.

ARTICLE VI. APPOINTED COMMITTEES

To carry out the business of the College, not specifically assigned to the faculty, the Dean shall have the right to appoint, charge, and dissolve "standing" and "ad hoc" committees. No person shall be required to serve on more than a total of two College committees (elected and/or appointed).

Section 1. Standing committees are usually created to deal with College matters that can be expected to continue from year to year. The Dean shall consult with the Executive Committee prior to appointing and charging standing committees. The Dean may also want to consult with others (e.g., Unit head/ directors, previous committee chairs, Elections and Credentials Committee) prior to appointing committee members. The Dean shall also appoint a chair for each of the standing committees.

a. Academic Integrity Committee (Reference: Student Code 2009-10 at website http://admin.illinois.edu/policy/code/Full_Code_web.pdf). The Dean appoints the members and the Chair of the Committee. There will be at least four (4) faculty and (2) student members. When an allegation of student academic dishonesty is to be considered, the Chair appoints two (2) faculty and (1) student from the Committee to be a Hearing Committee for the case. The Dean or designee serves as presiding officer at hearings to facilitate the proceedings but shall have no vote. Please refer to the Student Code Section 1-405 Appeal Hearing Guidelines, (a) through (n) for specifics of the procedures for various types of hearings.

b. College Awards Committee. Each unit head shall appoint one representative to serve on the

College Awards Committee, and the Dean shall appoint one (1) nominee as chair. The Committee implements procedures for selecting members of the College for such recognitions and awards as are recommended by the Executive Committee and approved by the Dean, and serves to nominate such members of the College for University of Illinois recognitions and awards it deems appropriate.

c. Equal Employment Opportunity Committee. The Dean appoints the chair of the Committee, and the Affirmative Action Officer of each College unit is automatically a member of the Committee. The designated College Equal Employment Opportunity Officer will be an ex-officio member. The Equal Employment Opportunity Committee sets goals for the hiring of staff members and reviews the procedures used in conducting academic searches for compliance with affirmative action policies and procedures.

d. Health and Safety Committee The Health and Safety Committee will be comprised of members of the College's Administrative Council. Among the issues to be considered by the Committee would be (a) safety planning and programming, (b) safety handbooks, (c) safety policies, (d) safety management, evaluation and review, (e) safety communication, (f) safety training, (g) safety meetings, (h) hazard identification, safety auditing and inspection, (i) hazard control, (j) accident investigation and prevention, and (k) safety motivation and incentive programs.

Section 2. Ad hoc committees are created by the Dean and charged with a specific task or responsibility usually deemed to be of short duration (one year or less). These are temporary committees that cease to function when they have completed their duties.

ARTICLE VII. BALLOTING

Voting will be conducted by either mailed ballots (secret) or e-mailed for committee elections, changes to the *Bylaws*, when requested by a faculty member, or when directed by the Executive Committee. The Election and Credentials Committee or the Executive Committee are responsible for conducting balloting procedures.

ARTICLE VIII. AMENDMENTS

Section 1. Amendments to these *Bylaws* may be proposed by the Executive Committee or by a petition signed by twenty faculty members. Proposed amendments to these *Bylaws* shall be approved by a vote of two-thirds of the College faculty.

ARTICLE IV. SPECIALIZED FACULTY

Section 1. In consultation with the Executive Committee and the Unit Heads/Directors, the Dean's Office drafted guidelines for appointing and promoting specialized faculty under the teaching, research, or clinical titles in the non-tenure track system. The guidelines were ratified by faculty vote in Spring, 2016 (teaching specialized faculty rank) and Spring, 2017 (research and clinical specialized faculty ranks). The foundations for the guidelines are referenced from Provost Communications #25 and #26 (<https://provost.illinois.edu/policies/provosts-communications/>). Copies of the College's guidelines on hiring and promoting specialized faculty are included in Appendices A, B, and C of these *Bylaws*.

NONDISCRIMINATION STATEMENT

(Reference: University of Illinois Human Resources Nondiscrimination Statement:
http://www.uihr.uillinois.edu/panda-cf/eeo/index.cfm?Item_ID=641&link=1)

The commitment of the University of Illinois to the most fundamental principles of academic freedom, equality of opportunity, and human dignity requires that decisions involving students and employees be based on individual merit and be free from invidious discrimination in all its forms.

The University of Illinois will not engage in discrimination or harassment against any person because of race, color, religion, sex, national origin, ancestry, age, marital status, disability, sexual orientation including gender identity, unfavorable discharge from the military or status as a protected veteran and will comply with all federal and state nondiscrimination, equal opportunity and affirmative action laws, orders and regulations. This nondiscrimination policy applies to admissions, employment, access to and treatment in the University programs and activities.

University complaint and grievance procedures provide employees and students with the means for the resolution of complaints that allege a violation of this Statement. Members of the public should direct their inquiries or complaints to the appropriate equal opportunity office.

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Appendix A

College of Applied Health Sciences Policies on Specialized Teaching Faculty May, 2016

As stated in Provost Communication No. 25, “Specialized faculty members serve an integral part of the university function, through teaching and through research. These individuals may work for a single semester or may dedicate years of service to the University. Whatever the configuration, specialized faculty members make substantial contributions to the mission of the University of Illinois. Specialized faculty members often teach core courses in departments and as a result are highly influential to the student experience on campus. They often are responsible for curricular innovation as well.” Along with the University, the College of Applied Health Sciences (AHS) is committed to the academic citizenship and well-being of specialized faculty and to their overall professional growth. The Campus guidelines for specialized faculty are presented in Provost Communication No. 25, and the Campus criteria for appointment to, and promotion within, specialized faculty tracks are described in Provost Communication No. 26 (it should also be noted that consistent with No. 26 these appointments do not include tenure). The purpose of this document is to provide more specific criteria for the AHS.

Lecturers and Instructors

Consistent with campus guidelines, the title of Lecturer is reserved for individuals holding a doctorate (e.g., Ph.D., Ed.D., AUD) or other terminal degree, whereas the title of Instructor is used for those who do not hold a terminal degree. The usual teaching load for Lecturers or Instructors in AHS is 4 courses per semester (or 8 courses per academic year). This teaching load may be reduced at the discretion of the Department Head if the individual takes on other substantive duties that are comparable in workload to the course reductions (e.g., heavy involvement in course administration can count toward a reduced teaching load).

In all instances, the majority of Lecturers’ and Instructors’ appointment must be composed of teaching duties rather than other activities.

Senior Lecturers and Senior Instructors

According to Provost Communication No. 25, the designation of senior is appropriate when lecturers or instructors “have made significant contributions to the department’s teaching mission, including contributions to the curriculum.”

The Departments will normally require a minimum of 5 years in the current position as an Instructor/Lecturer. Exceptions can be made with appropriate justification. As defined in each department’s bylaws, the reviewing body shall be the departmental Promotion and Tenure committee. Upon appointment or promotion of a senior specialized teaching track faculty member (e.g., Professor Teaching Rank) in each unit within AHS, it is recommended that one

serve on this committee for the purpose of evaluating only non-tenure track specialized faculty.

In addition to the minimum time in rank, promotion to senior lecturer or senior instructor requires:

- a. An outstanding teaching record.
- b. Evidence of having made substantial additions, improvements, or other contributions to the department's curriculum.

To be considered for promotion to senior lecturer or senior instructor, candidates must provide:

- a. A complete longitudinal record of ICES scores.
- b. Their curriculum vitae.
- c. A teaching statement that summarizes their teaching philosophy and teaching accomplishments, including contributions to the curriculum beyond one's own classroom (no more than 3 pages, single-spaced).
- d. Sample syllabi, assignments, and other teaching materials that provide evidence of the quality of their instruction.
- e. Opportunities for at least two senior faculty members to directly observe and evaluate their teaching. At least one of the observers must be a tenured faculty member, and the other can be a senior specialized faculty member (e.g., Senior Lecturer, Associate Teaching Faculty).

Individuals seeking promotion to senior lecturer or senior instructor should also ask the Department Head or her/his designee (i.e., his/her teaching supervisor) to provide the Promotion and Tenure committee with an evaluation that assesses the candidate's contributions to the teaching mission of the department.

There will be a salary increase associated with this promotion; the amount will be based on the norms established by AHS in accordance with campus guidelines.

Lecturers and Instructors who are successfully promoted to Senior Lecturer or Senior Instructor will be considered for three-year contracts (although this is not guaranteed). Three year contracts will only be offered to individuals who maintain their teaching excellence, as evaluated in the customary annual reviews. There is no presumption that a Senior Lecturer will automatically advance to the teaching professor rank. The job tracks and expectations are different. One is not converted/promoted from one track to another without fulfillment of all requirements for the new track.

In the event of an unsuccessful request for promotion, the candidate must wait at least three years before requesting evaluation for promotion again. This provision is intended to encourage candidates to ensure that they have a strong case for promotion. Individuals are encouraged to discuss their record and the expectations for promotion with the Department Head prior to

additional promotion attempts. The Department Head is the primary supervisor of lecturers and instructors. However, he/she may also assign supervisory responsibilities to a tenured member (Associate or Full Professor) of his/her administrative staff or advisory committee.

Teaching Professorial Appointments

Provost Communication No. 25 notes that teaching professors (assistant, associate, and full) are required to hold a doctorate or equivalent and should be able to demonstrate “instructional and curricular impact both within the department and beyond, either through scholarly publications, invited talks, or other related activities involving their discipline, pedagogy and student interactions.” There is no presumption that a Senior Lecturer will automatically advance to the teaching professor rank. For appointment to teaching assistant professor, there must be: (a) an ongoing relationship with the University and Department (rather than periodic appointments); and (b) demonstration of instructional, research, and service contributions to the Department, College, Campus, or the broader discipline or at least evidence that the person has the potential to make such contributions. For promotion to associate teaching professor or full teaching professor, an individual must also have demonstrated such contributions.

In AHS, appointments in the teaching professor tracks will typically be 80% teaching, 10% research, and 10% service. Normally, teaching professor track appointments will carry a teaching load of 4 courses per semester (8 per year). These teaching, research, and service loads can be modified if the Department concludes such a modification is appropriate based on the individual’s total duties.

There is no set minimum time in rank, but to be evaluated for appointment as teaching professor (or promotion from teaching assistant professor to teaching associate professor), a candidate must have at least five years of full-time experience on a university-level faculty *after having completed the terminal degree*. Post-doctoral experience will not meet this requirement. To be considered for appointment as teaching full professor (or promotion to teaching full professor from teaching associate professor), a minimum of ten years of experience on a university-level faculty after the terminal degree is required. Normally the full-time experience on a university-level faculty will occur at the University of Illinois, but exceptions can be made with appropriate justification. There is no maximum time in rank.

Individuals in the teaching professor ranks will be eligible for three-year contracts (although this is not guaranteed). Three-year contracts will only be offered to individuals who maintain excellence in their teaching, and service obligations, as evaluated in the customary annual reviews. Candidates for either rank may be identified by a search committee appointed by the Head or by direct action of the Head (in consultation with the Advisory Committee) as a result of a referral. If the rank is at the Associate or Professor rank, the candidate must be vetted and approved by the Promotion and Tenure Committee at the department and college levels and by the Provost Office. The Department Head is the primary supervisor of teaching professors. However, she/he may also assign supervisory responsibilities to a tenured member (Associate or

Full Professor) of his/her administrative staff or advisory committee.

Professorial Expectations (For All Ranks)

The title of “professor” comes with expectations that one engages with and contributes to a scholarly community in ways that go beyond teaching alone. Thus, teaching professors of any rank are expected to engage in teaching, service, and research (as appropriate with appointment). The *expectations for teaching* go beyond that of effective teaching. Teaching professors are also expected to contribute to the pedagogical goals of the department and campus beyond their own classrooms. Activities that can help fulfill this expectation include (but are not limited to): (a) supervising multi-section courses; (b) training and supervising teaching assistants, instructors, or other lecturers; (c) developing new courses or making improvements to the curriculum; (d) demonstrably improving the way an existing course is structured or taught, and (e) directing internship programs.

Individuals in the teaching professor ranks also have *service expectations*. The service expectations may be fulfilled through service to the department, the college, the campus, or the discipline. Ideally, individuals will contribute in multiple ways at multiple levels in a manner befitting the title of “professor.” Some activities that may meet the service expectation include (but are not limited to) serving on departmental or college committees, acting as the faculty supervisor for department or campus student groups, providing peer reviews for conferences or journals, and holding office in professional associations.

Finally, teaching professors are expected to engage in research activities that enhance the department’s and campus’s reputation beyond the local community. The type and extent of scholarly activity will be defined by each department and include endeavors such as publishing manuscripts, presenting at conferences, and writing grants.

Teaching Assistant Professors

Candidates for appointment to the rank of *teaching assistant professor* will be recommended by a search committee appointed by the Head or the Head has the authority (in consultation with the Advisory Committee) to directly appoint a candidate who has been referred. To earn the title of teaching assistant professor, prospective candidates must provide evidence that they are excellent teachers and that they have a high potential for making “an instructional impact both within the department and beyond.”

To be considered for appointment as teaching assistant professor, candidates provide:

- a. A complete longitudinal record of ICES scores (or equivalent teaching evaluations, if coming from another institution).
- b. Their curriculum vitae.

- c. A teaching statement that summarizes their teaching philosophy and teaching accomplishments, including contributions to the curriculum beyond one's own classroom (no more than 3 pages, single-spaced).
- d. Sample syllabi, assignments, and other teaching materials that provide evidence of the quality of their instruction.
- e. A research narrative that describes their current research agenda and plan for contributing scholarship that enhances the department and university and makes an impact beyond the campus.
- f. Documentation of scholarly works including copies of selected scholarly works (e.g., articles, conference papers).
- g. Three letters of reference that address the qualifications related to the position of teaching assistant professor. The strong preference is for at least two of the letters to come from individuals who have directly observed the candidate's teaching.
- h. Any other documentation that the candidate feels would support their dossier.

Promotions within the Teaching Professor Ranks

All promotion cases within the teaching professor ranks will be evaluated at the department level by the Promotion and Tenure Committee. Information for evaluation beyond the department level can be found in Provost Communication No. 26. To be eligible for a promotion, the departments will normally require a minimum of 5 years in the current position as a Teaching Assistant or Associate Professor. Exceptions, in rare cases, can be made with appropriate justification.

Candidates for *teaching associate professor* must demonstrate that they are excellent teachers and that they have made a substantial "instructional impact both within the department and beyond." According to Provost Communication No. 26, teaching associate professors must "be able to demonstrate instructional contributions to the college, campus, and broader discipline, or, if this is to be the person's first appointment on campus, have a proven record of making such contributions." Evidence of instructional contributions should document activities such as (a) supervising multi-section courses; (b) training and supervising teaching assistants, instructors, or other lecturers; (c) developing new courses or making improvements to the curriculum; (d) demonstrably improving the way an existing course is structured or taught, and (e) directing internship programs. Promotion to teaching associate professor will come with a salary increase.

Candidates for *teaching full professor* must meet the same criteria as teaching associate professors and must demonstrate that they have made a significant impact beyond that expected for the associate level. As stated in Provost Communication No. 26, "Promotion to the rank of full teaching professor should be based on a fulfilled promise of quality teaching and pedagogy, including making advancements in teaching and learning in the discipline that led to innovative strategies and marked course improvement. At this level, a teaching professor should be making broader contributions to pedagogy, often by sharing creative and scholarly work at conferences and in publications." Promotion to teaching full professor will come with a salary increase.

To be considered for appointment at, or promotion to, teaching associate professor or teaching full professor, candidates must submit:

- a. A complete longitudinal record of ICES scores (or equivalent teaching evaluations, if coming from another institution).
- b. Their curriculum vitae.
- c. A teaching statement that summarizes their teaching philosophy and teaching accomplishments, including contributions to the curriculum beyond one's own classroom (no more than 3 pages single spaced).
- d. Sample syllabi, assignments, and other teaching materials that provide evidence of the quality of their instruction.
- e. A research narrative that describes their current research agenda and plan for contributing scholarship that enhances the department and university and make an impact beyond the campus.
- f. Documentation of scholarly works including copies of selected scholarly works (e.g., articles, conference papers) completed since their last promotion.
- g. Three letters of reference that address the qualifications related to the position of teaching associate or full professor. The strong preference is for at least two of the letters to come from individuals who have directly observed the candidate's teaching.
- h. Any other documentation that the candidate feels would support their dossier.

Additionally, as part of the review process, two senior faculty members (at least one tenured Professor and preferably one specialized teaching faculty) from the department will observe and evaluate faculty who are seeking promotion within the teaching professor ranks. The faculty evaluators will prepare an assessment of the candidate's teaching based on both direct observation of teaching and a review of the candidate's teaching materials (e.g., syllabi, assignments).

Individuals not currently teaching at the University of Illinois cannot be observed, but instead must ask that at least three letters of reference be provided to the Promotion and Tenure Committee. If recent letters of references are otherwise available to the committee (e.g., the prospective appointment is part of a current search for which letters of reference were required), those letters will suffice in the case that they address the qualifications related to the respective rank. The strong preference is for at least two of the letters to be written by individuals who have directly observed the candidate's teaching.

According to Provost Communication No. 26, promotion within the ranks of teaching professor (or appointment above the rank of assistant teaching professor) requires external review by a minimum of "three scholars or professional specialists outside the University." The external reviewers must come from comparable institutions and must not have any conflict of interest in doing an evaluation. If viewed as pertinent in a particular case, the Department Head may also seek letters of evaluation from individuals outside the department, but on the Illinois campus. See Communication No. 26 for more information.

After the Department completes its evaluation and approves a candidate for promotion to Teaching Associate or Professor, the individual's dossier will be forwarded to the Dean's office for review and approval by AHS's Promotion and Tenure Committee. If approved by the Dean's office, the candidate's dossier will then be forwarded to the Provost's Office for review and approval. If denied at the College level, the Dean will inform the Head by letter.

Appendix B

College of Applied Health Sciences Policies on Appointment of Specialized Research Faculty Spring, 2017

Overview

As stated in Provost Communication No. 25, “Specialized faculty members serve an integral part of the university function, through teaching and through research. These individuals may work for a single semester or may dedicate years of service to the University. Whatever the configuration, specialized faculty members make substantial contributions to the mission of the University of Illinois. Specialized faculty members often teach core courses in departments and as a result are highly influential to the student experience on campus. They often are responsible for curricular innovation as well. Specialized faculty members who focus on research are contributing to innovation and break-through knowledge in scholarship.” Along with the University, the College of Applied Health Sciences (AHS) is committed to the academic citizenship and well-being of specialized faculty and to their overall professional growth. The Campus guidelines for specialized faculty are presented in Provost Communication No. 25, and the Campus criteria for appointment to, and promotion within, specialized faculty tracks are described in Provost Communication No. 26 (it should also be noted that consistent with No. 26 these appointments do not include tenure). The purpose of this document is to provide more specific guidelines and policies for specialized research faculty in the College of AHS.

Research Professors

Professorial titles with a “research” modifier will be used to create specialized faculty appointments for individuals who are primarily focused on the research mission of the University. Research professors (assistant, associate and full) are required to hold a doctorate or equivalent degree and expertise in the relevant discipline. Research professors may involve students in research, including supervision of undergraduate and graduate students and post-doctoral research associates or fellows. Research professors (assistant, associate, and full) must have part or all of their appointment in academic units. Where appropriate, a research unit may provide an affiliation appointment to a research professor. The expectation is that research professorial titles will be reserved for appointment of individuals with an ongoing relationship with the University, as opposed to episodic appointment.¹ Because of the specialized nature of each appointment, it is essential that a statement of the job candidate’s duties and expectations, including percentage of effort expected for research, teaching and service be made at the time of appointment (and at any subsequent time if changed) and be provided to the internal committees reviewing promotion and to external reviewers. Appointees to research professor track are expected to have at least 50% of effort assigned to research duties.

Promotional Paths

Promotional paths for specialized faculty provide opportunities for the development of long-term careers at Illinois and ensure that these valuable employees can contribute to the exceptional quality of research and teaching on this campus. Although these promotions do not include tenure, departments are encouraged to provide multi-year contracts with appointments to the ranks of specialized associate research and specialized full research professors. These appointments will require a rigorous multi-stage process of review that involves external evaluation for promotion. This will include evaluation by both a departmental and college promotion and tenure review committee (as outlined in unit bylaws) followed by campus review. Inclusion of a senior research professor on the committee for the sole purpose of reviewing the specialized faculty candidate will be made if one is available. If not, the constituted committee will evaluate the dossier. For the recommendation to advance, the executive officer must endorse the recommendation and submit documentation supporting and explaining the recommendation and why promotion best serves the university's interests. Although the expectation is that specialized faculty members will likely be given a multi-year contract (e.g., three years) to build a record towards promotion, units should annually evaluate job performance. Annual review meetings are an appropriate time to discuss whether and/or when a promotional review should occur. Promotional committees above the level of an individual's unit judge how well the case has been made for granting promotion. In general, they do not evaluate the specific work itself; this is done by the external referees and by the faculty of the appointing unit. It is the overall quality of the candidate's record and the accompanying documentation, rather than the length of the dossier or the claims made for the significance of any single piece of work, that determines the final outcome.

Departments will normally require a minimum of 5 years in the current position before being eligible for promotion (i.e. research assistant professor to research associate professor or research associate professor to research full professor). Exceptions can be made in cases of extraordinary research productivity. Promotions are based primarily on the impact and maturity of the individual's scholarship. According to Provost Communication No. 26, promotion within the ranks of research professor (or appointment above the rank of assistant research professor) requires external review by a minimum of "three scholars or professional specialists outside the University." The external reviewers must come from comparable universities, research intensive units in corporations (e.g., Eli Lilly & Company), or private nonprofit research organizations (e.g., Rand Corporation), and they must not have any conflict of interest in completing an evaluation. If viewed as pertinent in a particular case, the Department Head may also seek letters of evaluation from individuals outside the department, but on the Illinois campus. See Communication No. 26 for more information.

In addition to the minimum time in rank, promotion from research assistant professor to research associate professor requires:

- a. an outstanding research record
- b. evidence of having contributed substantially as a Co-Investigator or Co-Principal Investigator on research projects
- c. evidence of having made substantial research contributions to the department's research mission

Promotion to the rank of research professor should be based on a fulfilled promise of quality research, including making discoveries that lead to grant funding and publications in leading peer-reviewed journals or publications. In addition to minimum time in rank, promotion from research associate professor to research full professor requires:

- a. an outstanding research record
- b. evidence of having contributed substantially as a Principal Investigator on research projects
- c. evidence of having made substantial research contributions to the department's research mission

Research is defined as “not only research and scholarship as narrowly understood, but encompass[es] creative artistry and research that is inter-disciplinary and/or translational (Provost Communication No. 26)”. Departments should refer to Communication No. 26 when evaluating what level of research professorship (assistant, associate or full) is appropriate for an appointee, based on the impact and maturity of the individual's scholarship. Appointment to a research assistant professor title requires demonstration that the individual has the ability to make a substantial impact in a research area, as demonstrated by publications, invited talks, external funding and other related activities. Specialized research assistant or associate professor appointments may initially be funded entirely or partially from existing grants for which principal investigators need assistance in conducting and/or managing the research. Over time, these individuals are expected to develop independent research agendas and, typically, secure some external funding for their work, if appropriate.

Promotion Procedures

To be considered for promotion to research associate or research full professor, candidates must provide:

- f. their curriculum vitae
- g. a research statement (maximum 3 pages) that summarizes their research accomplishments and contributions to the unit
- h. copies of 3 published research articles reflective of the candidate's work

As noted above, an application for promotion requires external review by a minimum of “three scholars or professional specialists outside the University” who will provide a written evaluation of the dossier. The external reviewers must come from comparable universities, research

intensive units in corporations (e.g., Eli Lilly & Company), or private nonprofit research organizations (e.g., Rand Corporation), and they must not have any conflict of interest in doing an evaluation. If viewed as pertinent in a particular case, the Department Head may also seek internal letters of evaluation from individuals outside the department, but on the Illinois campus. See Communication No. 26 for more information.

After the Department completes its evaluation and approves a candidate for promotion to Research Associate or Research Full Professor, the individual's dossier will be forwarded to the Dean's office for review and decision by the College of AHS's Promotion and Tenure Committee (P&T). However, if the Departments does not support the candidate for promotion, the Department Head will inform the candidate directly. If approved by P&T and the Dean's office, the candidate's dossier will then be forwarded to the Provost's Office for review and approval. If denied at the College level, the Dean will inform the Department Head by letter, and the Department Head is responsible for conveying the decision by letter to the candidate.

In the event of an unsuccessful request for promotion, the candidate must wait at least three years before requesting evaluation for promotion again. This provision is intended to encourage candidates to ensure that they have a strong case for promotion. Individuals are encouraged to discuss their record and the expectations for promotion with the Department Head prior to additional promotion attempts. If the candidate presents notable and substantial achievements in research, the Department Head reserves the right to reconsider the reapplication requirement of three years. The Department Head is the primary supervisor of faculty. However, he/she may also assign supervisory responsibilities to a tenured member (Associate or Full Professor) of his/her administrative staff or advisory committee. It is important to note that there will be a salary increase associated with promotion to research associate or research full professor; the amount will be based on the norms established by the College of AHS in accordance with campus guidelines.

¹ In special circumstances, the research professor title (assistant, associate or full) may be used somewhat differently than as outlined here. One of those circumstances is the use of the research professor title as an affiliation appointment for emeriti faculty in order to facilitate an ongoing research program after retirement (see Provost Communication No. 12). Another circumstance is the use of the title for special post-doctoral fellowship appointments, as in done in the Department of Mathematics (e.g. JL Doob Research Assistant Professor). Units must seek Provost Office approval for unique uses of the research professor titles that differ from the guidelines in this document.

Appendix C

College of Applied Health Sciences Policies on Appointment of Specialized Clinical Faculty Spring, 2017

As stated in Provost Communication No. 9, “Specialized faculty members serve an integral part of the university function. These individuals may work for a single semester or may dedicate years of service to the university. Whatever the configuration, specialized faculty members make substantial contributions to the mission of the University of Illinois. Specialized faculty members often teach core courses in departments and as a result are highly influential to the student experience on campus. They are often responsible for curricular innovation as well.” Along with the University, the College of Applied Health Sciences (AHS) is committed to the academic citizenship and well-being of specialized faculty, and to their overall professional growth. The Campus guidelines for specialized faculty are presented in Provost Communication No. 25, and the Campus criteria for appointment to, and promotion within, specialized faculty tracks are described in Provost Communication No. 26 (it should also be noted that consistent with Provost Communication No. 26, these appointments do not include tenure). The purpose of this document is to provide more specific guidelines and policies for specialized clinical faculty in AHS.

Clinical Professorial Appointments

Provost Communication No. 25 notes that clinical appointments may be used “...to create specialized faculty appointments for individuals who provide instruction that draws on and provides specialized knowledge gained from practical experience in a discipline or profession... Clinical faculty are focused primarily on teaching both in and out of the classroom, but they may also contribute to the University’s public engagement mission and conduct research.” For appointment to clinical assistant professor, there must be: (a) an ongoing relationship with the University and the Department (rather than episodic appointments); and (b) demonstration of instructional contributions to the Department, College, Campus, or the broader discipline or at least evidence that the person has the potential to make such contributions. For promotion to associate clinical professor or full clinical professor, an individual must have demonstrated such contributions.

Appointments in the clinical track will typically be a full time appointment with responsibilities divided among clinical instruction or clinical service provision and service. Clinical activities may take place in a formal clinic, but can also include supervision of service-based learning in the community. Community engagement is an important component of clinical instruction and may take place as part of clinical teaching or clinical practice activities. Some faculty in the clinical track may also conduct collaborative research with tenure-track faculty. The typical appointment is 80% effort toward clinical supervision, clinical practice and didactic teaching and

20% service. The distribution of effort can be modified if such a modification is appropriate based on the individual's total duties.

Promotional Paths

Promotional paths for specialized faculty provide opportunities for the development of long-term careers at Illinois and ensure that these valuable employees can contribute to the exceptional quality of teaching and research on this campus. Although these promotions do not include tenure, departments are encouraged to provide multi-year contracts to individuals in the ranks of clinical associate and clinical full professors. These appointments require a rigorous multi-stage process of review that involves external evaluation for promotion. This process includes evaluation by both a departmental and college promotion and tenure review committee (as outlined in unit bylaws) followed by campus review. Inclusion of a senior clinical professor on the committee for the sole purpose of reviewing the specialized faculty candidate will be made if one is available. If not, the constituted committee will evaluate the dossier. For the recommendation to advance, the Executive Officer (Head) must endorse the recommendation and submit documentation supporting and explaining the recommendation and why promotion best serves the university's interests. Annual review meetings are an appropriate time to discuss whether and/or when a promotional review should occur. Promotional committees above the level of an individual's unit judge how well the case has been made for granting promotion. In general, they do not evaluate the specific work itself; this is done by the external referees and by the faculty of the appointing unit. It is the overall quality of the candidate's record and the accompanying documentation, rather than the length of the dossier or the claims made for the significance of any single piece of work, that determines the final outcome.

Although the expectation is that specialized faculty members will be given a number of years to build a record towards promotion, units should annually evaluate job performance and can make a decision to not reappoint a specialized faculty member for either performance or budgetary reasons at any time. Units must be careful not to make promises or guarantees of continued employment that are inconsistent with the non-tenured status of specialized faculty members.

There is no set minimum time in rank, but to be evaluated for appointment as a clinical associate professor (or promotion to clinical associate professor from clinical assistant professor), a candidate must have at least five years of full-time experience on a university-level faculty *after having completed the terminal degree for clinical practice and state licensure is applicable*. Experience during graduate training or any required postgraduate training (e.g., the clinical fellowship year in Speech-Language Pathology) will not count toward this requirement. To be considered for appointment as a clinical full professor (or promotion to clinical full professor from clinical associate professor), a minimum of ten years of experience on a university-level faculty after the terminal degree is required. Normally, the full-time experience on a university faculty will occur at the University of Illinois, but exceptions can be made with appropriate justification. There is no maximum time in rank.

Individuals appointed or promoted to the clinical associate or clinical full professor ranks are eligible for three year contracts (although this is not guaranteed). Three year-contracts will be offered only to individuals who maintain excellence in their instruction and service obligations, as evaluated in the customary annual reviews.

Professorial Expectations (For All Clinical Ranks)

The title of “professor” comes with expectations that one engages with and contributes to a scholarly community in ways that go beyond teaching alone. Thus, clinical professors of any rank in the College of Applied Health Sciences are expected to engage in teaching and service, and may also engage in research as appropriate with the appointment. The *expectations for clinical teaching* go beyond that of effective teaching. Clinical professors are also expected to contribute to the pedagogical goals of the department and university beyond their contributions to clinical supervision. Activities that can help fulfill this expectation include (but are not limited to): (a) development of instructional materials and evaluative procedures, (b) developing new or expanding clinical intervention programs in the unit; (c) developing new courses or making improvements to the curriculum; (d) conducting or contributing to clinical research efforts in the unit; (e) training and supervising teaching assistants or instructors, (f) presenting at state and national conferences; and (g) publication in clinical or scientific journals.

Individuals in the clinical professor rank in the College of Applied Health Sciences also have *service expectations*. The service expectations may be filled through public engagement activities, service to the department, the college, the university, and service to the profession or the discipline. Ideally, individuals will contribute in many ways at multiple levels in a manner befitting the title of “professor”. Some activities that may meet service expectations include (but are not limited to) serving on departmental or college committees, acting as the faculty supervisor for department or campus student groups, holding an administrative role within the department, providing peer reviews for conferences or journals, serving on committees or holding office in professional organizations, and community engagement activities that further the mission of the department.

Clinical Assistant Professors

Potential appointments to the rank of *clinical assistant professor* will be evaluated by the department’s Promotion and Tenure Committee. To be appointed at the rank of clinical assistant professor, candidates must provide evidence that they are excellent clinical supervisors and teachers, and that they have a high potential for making “...contributions of an appropriate magnitude and quality in the discipline and in teaching and learning in the unit and campus, demonstrating a high likelihood of sustaining contributions to both.” In addition to evidence regarding teaching, candidates must also provide evidence that they are having a positive impact on their current university department through service or research.

To be considered for appointment as a clinical assistant professor, candidates must provide:

- a. Their curriculum vitae.
- b. Evidence of classroom teaching or clinical service provision and supervision experience and effectiveness (e.g., longitudinal record of ICES scores).
- c. A narrative that describes their contributions to service and/or community engagement within or beyond the campus community.

As part of the appointment process, two senior faculty members from the unit will observe and evaluate faculty while they are providing didactic or clinical instruction. At least one faculty observer must hold tenure in the clinical faculty member's unit. The other may be a specialized faculty member of higher rank than the candidate. The faculty evaluators will prepare an assessment of the candidate's teaching based on both direct observation of teaching and a review of the candidate's teaching materials (e.g., syllabi, assignments).

Individuals not currently teaching at Illinois cannot be observed, but must instead ask that at least three letters of reference be provided to the Promotion and Tenure Committee. If recent letters of reference are otherwise available to the committee (e.g., the prospective appointment is part of a current search for which letters of reference were required), those letters will suffice so long as they address the qualifications related to the respective rank.

Promotions within the Clinical Professor Ranks

All promotion cases within the clinical professor ranks will be evaluated at the departmental level by the Promotion and Tenure Committee. Information for evaluation beyond the department level can be found in Provost Communication No. 26. To be eligible for a promotion, the College of Applied Health Sciences normally requires a minimum of 5 years in the current position. Exceptions can be made with appropriate justification.

Candidates for *clinical associate professor* must demonstrate that they are excellent clinical teachers and that they "...have made contributions of an appropriate magnitude and quality in the discipline and in the teaching and learning in the unit and campus, demonstrating a high likelihood of sustaining contributions to both." Evidence of instructional contributions should document activities such as (a) development of instructional materials and evaluative procedures, (b) developing new or expanding clinical intervention programs in the Department; (c) developing new courses or making improvements to the curriculum; (d) conducting or contributing to community engagement activities in the Department; (e) conducting or contributing to clinical research efforts in the Department; (f) training and supervising teaching assistants or instructors; (g) presenting at state and national conferences; and (h) publication in clinical or scientific journals. Promotion to clinical associate professor will come with a salary increase.

Candidates for *clinical full professor* must also demonstrate that they are excellent clinical teachers and that they "...have made contributions of an appropriate magnitude and quality in the discipline and in the teaching and learning in the unit and campus, demonstrating a high likelihood of sustaining contributions to both." However, these candidates must demonstrate that they have made a significant impact substantially beyond what is expected for appointment at the associate professor level. As stated in Provost Communication No. 26, "Promotion to the rank of clinical professor should be based upon promise fulfilled. The case for such a promotion should include the evidence of appropriate contributions in the relevant field, and with respect to teaching in the department, college and campus, as identified in the departmental promotional policy." At this level, it is expected that a clinical professor should be making broader contributions to pedagogy and the discipline, often by sharing creative and scholarly work at conferences and in publications. Promotion to full professor comes with a salary increase.

To be considered for appointment as or promotion to clinical associate professor or clinical full professor candidates must submit:

- a. Their curriculum vitae.
- b. Evidence of classroom teaching or clinical service provision and supervision experience and effectiveness (e.g., longitudinal record of ICES scores).
- c. A clinical teaching statement that summarizes their philosophy of clinical instruction and their teaching accomplishments, including contributions to the curriculum beyond one's own classroom or clinical supervision (no more than 3 pages, single spaced).
- d. Sample syllabi, assignments, and other teaching materials that provide evidence of the quality of their instruction.
- e. A narrative that summarizes their service and/or research accomplishments (no more than 3 single spaced pages). Service narratives should describe their contributions to community engagement, their profession and discipline and the university that make an impact beyond the campus. Research narratives should describe their contributions to current or past research projects and future plans for contributing scholarship that enhances the department and university and makes an impact beyond the campus.
- f. Copies of community engagement products (e.g., community engagement grants or programs, family or educational resources, media) or scholarly works (e.g., articles, conference papers) completed.

As part of the review process, two senior faculty members from the unit will observe and evaluate faculty while they are providing didactic or clinical instruction. At least one faculty observer must hold tenure in the clinical faculty member's unit. The other may be a specialized faculty member of higher rank than the candidate. The faculty evaluators will prepare an assessment of the candidate's teaching based on both direct observation of teaching and a review of the candidate's teaching materials (e.g., syllabi, assignments).

Individuals not currently teaching at Illinois cannot be observed, but must instead ask that at least three letters of reference be provided to the Promotion and Tenure Committee. If recent letters

of reference are otherwise available to the committee (e.g., the prospective appointment is part of a current search for which letters of reference were required), those letters will suffice so long as they address the qualifications related to the respective rank.

Finally, according to Provost Communication No. 26, promotion and tenure within the ranks of clinical professors must include letters from "...at least three scholars or professional specialists outside the University". The external reviewers must come from comparable institutions and must not have any conflict of interest in completing an evaluation. If viewed as helpful in a particular case, the Head may also ask for letters of evaluation from individuals outside the department but on campus. See Communication No. 26 for more information.