

Recommendations of the Academic Advancement Work Group on Revision of the Academic Personnel Policy of the University of Massachusetts Medical School

The Academic Advancement Work Group (AAWG) was charged by Provost Flotte to review the Academic Personnel Policy (APP) of the University of Massachusetts Medical School (UMMS) and make recommendations on four items:

1. Review and recommend a definition of scholarship
2. Review and recommend pathways and criteria for advancement in academic rank
3. Review and recommend pathways and criteria for the award of tenure and/or other long-term commitments
4. Review and recommend the definition and guarantees of tenure and/or other long-term commitments.

The AAWG met bi-monthly from August 2015 to June 2016, chaired by the Vice Provost for Faculty Affairs, Dr. Luanne Thorndyke, and supported by the Office of Faculty Affairs. The group reviewed the current APP, the transcript of the APP Revision Kick-off Retreat held on June 18, 2015, practices and policies at other academic institutions, and other authoritative resources, including the opinions of UMMS faculty and administrators outside the work group. Dr. Thorndyke made several presentations to Executive Council, Chair's Council, Faculty Council, EPC, Women's Leadership Work Group and several departments/divisions to inform faculty and leaders on progress by the AAWG and to solicit feedback on key issues. All AAWG materials—including meeting agenda and minutes, draft proposals, and other documents reviewed by the work group—were posted on a SharePoint site for access by the UMMS community.

The major recommendations of the AAWG are summarized below and defined in detail in the attachments.

1. Review and recommend a definition of scholarship. *See: Attachment 1. Scholarship*

- The definition of **scholarship** has been designed to recognize the broad scope of scholarly activities conducted by UMMS faculty. Scholarship should be a requirement for promotion in academic rank.

2. Review and recommend pathways and criteria for advancement in academic rank.

- The **modified titles** (e.g., Clinical or Research Associate Professor), which are a source of faculty dissatisfaction, should be **eliminated**. The change in title for current faculty with modified titles should be implemented by administrative action.
- **Standing Faculty Appointments. *See: Attachment 2. Organization of Academic Positions***
Standing appointments, which must be approved by the school Personnel Action Committee (PAC), consist of **Employed, Affiliate** (formerly "Voluntary") and **Adjunct** faculty.
Employed and Affiliate Faculty should have unmodified titles (Instructor, Assistant Professor, Associate Professor, Professor).
- **Conferred Faculty Appointments. *See: Attachment 2. Organization of Academic Positions***
Conferred appointments, which would not require approval by the PAC, consist of **Visiting** and **Emeritus Faculty**.
- The **Tenure** and **Non-Tenure Tracks** should be maintained.
- The titles/ranks of **lecturer** and **affiliate**, which are little used, should be **eliminated**. For current faculty with these titles, reappointment at a new rank should require review.
- There should be a **single promotional path for academic advancement**.
See: Attachment 3. Areas of Distinction
Faculty select one of four **Areas of Distinction** to focus their academic efforts and achievements: Clinical Medicine, Education, Investigation, Population Health and Public Policy.

- All faculty should be expected to engage in **education**. Educational activities are broadly defined. *See: Attachment 4. Educational Activities*
- Eligibility and criteria are defined for appointment and promotion to ranks of **Instructor** and **Assistant Professor**. *See: Attachment 5. Instructor and Assistant Professor*
- Criteria are defined for appointment and promotion to ranks of **Associate Professor** and **Professor** in the four Areas of Distinction. *See: Attachment 6. Associate Professor and Professor*
These criteria should be applied to tenure track and tenured faculty with the expectation that these faculty must demonstrate independence and a high level of performance in their area of distinction.
- The policy for **Annual Performance Review** of faculty is defined. This policy includes a definition of unsatisfactory faculty performance. This policy also includes a process for resolution of disagreement between chair and faculty that involves mediation by the VPFA or invokes current APP policy on faculty rights. *See: Attachment 7. Annual Performance Review*

3. Review and recommend pathways and criteria for the award of tenure and/or other long-term commitments: *See: Attachment 8. Tenure*

- The **Criteria** for the award of tenure should be extended to include faculty working in any Area of Distinction, provided that they meet the same standards.
- Current policy on the **Probationary Period**, including **extension** of the period, should be maintained.
- Current policy on “up or out” following the tenure decision should be eliminated.
- The **Periodic Multi Year Performance Review (PMYR)** of tenured faculty should be simplified to be part of the Annual Performance Review (APR).
- The policy on dismissal of tenured faculty should be maintained.

4. Review and recommend the definition and guarantees of tenure and/or other long-term commitments *See: Attachment 9. Definition and Guarantees of Tenure*

- The **Purpose, Definition** and **Guarantees** of Tenure should be maintained.
- The **Salary Guarantee** for tenured faculty is defined as “**full academic salary**”.
 - For a tenured faculty member who is employed by UMMS or University-approved external foundations, full academic salary is defined as the individual’s total salary less any additional salary for administrative duties.
 - For a tenured faculty member who is employed by UMMHC or UMMMG, full academic salary is defined as the average salary of all tenured UMMS basic science faculty at the same rank, or the individual’s total salary, whichever is lower.
 - Each tenured faculty member should be expected to provide at least 50% of their academic salary or as defined in the individual’s letter of offer.
- The procedure for reduction in salary of tenured faculty should be modified. Implementation of the modified policy on salary reduction for currently tenured faculty should be deferred for two years after approval of the policy by the Board of Trustees.
- The AAWG did not discuss other long term commitments, such as multi-year contracts. Policy related to employment, such as length of appointment and termination, should be determined by a separate group with expertise in this area.