

MINUTES OF THE MEETING OF THE
ACADEMIC AND STUDENT AFFAIRS COMMITTEE OF THE
BOARD OF TRUSTEES OF THE UNIVERSITY OF LOUISVILLE

June 22, 2023

In Open Session

Members of the Academic and Student Affairs Committee of the University of Louisville Board of Trustees met on June 22, 2023, at 1:00 p.m., in the Jefferson Room, Grawemeyer Hall, Belknap Campus, with members present and absent as follows:

Present: Dr. Raymond Burse, Chair
Mr. Jerry Abramson
Mr. Dorian Brown
Dr. Eugene Mueller
Ms. Diane Porter
Ms. Sherrill Zimmerman

Other Trustees

Present: Dr. Larry Benz
Mr. Al Cornish
Ms. Diane Medley
Ms. Mary Nixon
Mr. John Smith

From the

University: Dr. Kim Schatzel, President
Dr. Gerry Bradley, Interim Provost
Dr. Kevin Gardner, Executive Vice President for Research and Innovation
Mr. Dan Durbin, Executive Vice President for Finance and Administration
Dr. Gail DePuy, Senior Vice Provost
Ms. Angela Curry, General Counsel and Vice President for Legal Affairs
Dr. Toni Ganzel, Vice President for Academic Medical Affairs
Dr. Michael Mardis, Vice President for Student Affairs, Dean of Students
Mr. Lee Gill, Vice President for Institutional Equity
Ms. Sandy Russell, Vice President for Risk, Audit, and Compliance
Mr. Josh Heird, Vice President for Athletics and Athletic Director
Ms. Julie Dials, Interim Vice President for University Advancement
Mr. John Drees, Sr. Assoc. Vice President for Communications & Marketing
Ms. Shannon Rickett, Assoc. Vice President for Government Relations
Mr. Rick Graycarek, Vice President for Budget and Finance
Ms. Beverly Santamouris, Treasurer
Ms. Meg Campbell, Asst. Vice President for Planning, Design & Construction
Mr. John Karman, Executive Director of Communications
Dr. Cherie Dawson-Edwards, Vice Provost for Faculty Affairs
Mr. Robert Goldstein, Vice Provost for Assessment & Univ. Decision Support
Dr. Kelvin Thompson, Vice Provost, Online Strategy and Teaching Innovation

Ms. Sarah Lopez, Chief of Staff, Provost's Office
Ms. Kari Aikins, Director of Total Rewards in Human Resources
Ms. Julia Colins, Director of Budget and Financial Planning
Mr. Karim Elsayed, Senior Policy and Budget Analyst
Ms. Denitra Booker, Policy and Budget Analyst
Mr. Nathan Hedges, Policy and Budget Analyst
Mr. Nick Peak, Policy and Budget Analyst
Mr. Chris Wooton, Director of Internal Communications
Ms. Leslie Harper, Program Approval and Review Coordinator
Dr. Crystal Collins-Camargo, Interim Dean, Kent School of Social Work
Ms. Jill Mullaney, Interim Executive Director Business Operations
Mr. Zack McKay, Director of NIL Services & Engagement
Prof. Krista Wallace-Boaz, Faculty Athletics Representative, School of Music
Mr. Kevin Ledford, Enterprise Systems Programmer, Incoming Staff Senate Chair
Dr. Ronald Paul, Vice Dean for Faculty Affairs & Advancement, Medicine
Prof. Jason Saleem, Department of Industrial Engineering
Prof. Beth Spurlin, School of Medicine
Prof. Regina Roebuck, Department Chair of Classical and Modern Languages
Prof. Zhihui Sun, Department of Civil and Environmental Engineering
Mr. Jake Beamer, Dir. of Governance & Strategic Initiatives & Asst. Secretary

From the UofL

Foundation: Mr. Keith Sherman, Executive Director and COO

Others: Mr. Chris Suda, Clifton Larson Allen
Mr. Ethan Lay, Clifton Larson Allen
Ms. Mary Anne Ocampo, Sasaki Associates
Ms. Tanvi Sharma, Sasaki Associates

I. Call to Order

Chair Burse called the roll and having determined a quorum present, called the meeting to order at 1:00 p.m.

Approval of Minutes, 3-16-2023

Mr. Abramson made a motion, which Dr. Mueller seconded, to approve the minutes of the March 16, 2023, meeting.

The motion passed.

II. End of Year Report – SGA President

Mr. Brown provided a verbal report on Student Government Activities for the 2022-2023 Academic Year, noting that much of the work of his administration was focused on providing a more fulsome student experience that was taken away from many UofL students because of the COVID-19 pandemic.

The chair thanked Mr. Brown for his report and thanked him for his service to the university. Chair Burse reminded his fellow trustees that the incoming SGA President, Katie Hayden, begins her term as SGA President and student constituency trustee on July 1, 2023.

III. Action Item: Revised Kent School Bylaws

Interim Provost Bradley briefed the committee on the proposed changes to the Kent School of Social Work and Family Science bylaws.

Chair Burse requested that future, similar recommendations include red-lined versions with which to compare the proposed changes.

Dr. Bradley and Interim Dean Collins-Camargo then fielded questions from the committee.

Mr. Abramson made a motion, Ms. Zimmerman which seconded, to approve the

President's recommendation that the Board of Trustees approve the revised Kent School of Social Work and Family Science Bylaws Document, in the form attached.

The motion passed.

IV. Action Item: Revised School of Music Bylaws

Dr. Bradley explained that the only change being requested in this recommendation is found in Article VI, Section 3: "Votes shall be taken by *either* paper ballots submitted in signed envelopes *or electronic ballots*."

Mr. Abramson made a motion, Ms. Zimmerman which seconded, to approve the

President's recommendation that the Board of Trustees approve the revised School of Music Bylaws, in the form attached.

The motion passed.

V. Action Item: Revised School of Medicine Personnel Document

Interim Provost Bradley reviewed with the committee the proposed changes to the personnel document of the School of Medicine.

Ms. Zimmerman made a motion, which Dr. Mueller seconded, to approve the

President's recommendation that the Board of Trustees approve the revised School of Medicine Personnel Document, in the form attached.

The motion passed.

VI. Action Item: Creation of Healthcare Systems Engineering Graduate Certificate

The interim provost briefed the committee on the recommendation to approve a 9-credit-hour certificate program, which will provide a focused study of industrial engineering skills and methods as applied to healthcare delivery systems and processes. Students who complete the certificate program will acquire skills in healthcare engineering, quality of care, patient safety, health IT, clinician support, healthcare analytics, and data visualization. The relationship of this proposed program is complementary to the general field of industrial engineering by offering a focused program of study in the healthcare domain. Conversely, this program offers healthcare professionals an opportunity to acquire industrial engineering skills as applied to health care delivery and process improvement.

Mr. Abramson made a motion, which Ms. Zimmerman seconded, to approve the

President's recommendation that the Board of Trustees approve the creation of the Graduate Certificate in Healthcare Systems Engineering, effective Fall 2023.

The motion passed.

VII. Action Item: Creation of Business of Healthcare Graduate Certificate

Dr. Bradley noted that the 9-credit-hour certificate program is offered 100% online and will train professional care providers with the knowledge and skills necessary to take on management roles in health systems or practices. Additionally, the program will prepare MBA students to enter the healthcare industry, covering topics such as health economics, health strategy, accounting and finance, population health, conflict management, building service lines, and health operations.

Dr. Mueller made a motion, which Ms. Zimmerman seconded, to approve the

President's recommendation that the Board of Trustees approve the creation of the Graduate Certificate in the Business of Healthcare, effective Spring 2024.

The motion passed.

VIII. Action Item: Creation of Construction Operation Undergraduate Certificate

The interim provost stated that the 12-credit-hour certificate program will help students to expand their professional engineering career paths and provide more and better opportunities for leadership roles in construction companies.

Dr. Bradley also noted that no other Kentucky universities provide such a construction related to certificate program for students in civil engineering.

Drs. Bradley and Sun then fielded questions from trustees.

Mr. Abramson made a motion, which Ms. Zimmerman seconded, to approve the

President's recommendation that the Board of Trustees approve the creation of the Undergraduate Certificate in Construction Operations, effective Fall 2023.

The motion passed.

IX. Executive Session

Dr. Mueller made a motion, which Mr. Abramson seconded, to recess to executive session to discuss personnel matters pursuant to KRS 61.810(1)(f).

The motion past and the open meeting recessed at 1:24 p.m.

X. Open Meeting Reconvenes

Chair Burse reconvened the open session at 1:46 p.m., stating the committee discussed personnel matters. The committee then took the following actions:

Personnel Matters

Mr. Brown made a motion, which Dr. Mueller seconded, to approve the

President's recommendation regarding personnel matters, as attached.

The motion passed.

Promotion and Tenure

Dr. Mueller made a motion, which Ms. Porter seconded, to approve the

President's recommendation regarding promotion and tenure matters, as attached.

The motion passed.

XI. Report of the Provost

Interim Provost Bradley provided a brief academic update using the **attached** presentation. Highlights included outcomes of 2022-2023 retention targets, monitored performance metrics, the six-year graduation rate, and the number of degrees awarded.

Chair Burse requested a special meeting of the committee to allow Dr. Bradley more time to discuss, in detail, the proposed provost action plans.

The Provost then introduced the Vice Provost for Online Strategy and Teaching Innovation who, using the **attached** presentation, provided a primer regarding online instruction, an overview of the attractiveness of online program to current students, a report on the university's online programs and students' course-taking behaviors, and the strategic plan for online learning and instruction. Drs. Bradley and Thompson then fielded questions from committee members.

Information Item: Program Closure – MA in Spanish

Interim Provost Bradley concluded his report by informing the committee of the closure of the Master of Art in Spanish program due to low enrollment and lack of student interest.

No action was necessary.

XII. Adjournment

Having no other business to come before the committee, Mr. Abramson made a motion, which Dr. Mueller seconded, to adjourn.

The motion passed and the meeting adjourned at 2:42 p.m.

Approved by:


Signature on file
Assistant Secretary

MINUTES OF THE MEETING OF THE
ACADEMIC AND STUDENT AFFAIRS COMMITTEE OF THE
BOARD OF TRUSTEES OF THE UNIVERSITY OF LOUISVILLE

June 22, 2023

In Executive Session

Present: Dr. Raymond Burse, Chair
Mr. Jerry Abramson
Mr. Dorian Brown
Dr. Eugene Mueller
Ms. Diane Porter
Ms. Sherrill Zimmerman

Other Trustees

Present: Dr. Larry Benz
Mr. Al Cornish
Ms. Diane Medley
Ms. Mary Nixon
Mr. John Smith

From the
University: Dr. Kim Schatzel, President
Dr. Gerry Bradley, Interim Provost
Ms. Angela Curry, General Counsel and Vice President for Legal Affairs
Ms. Sarah Lopez, Chief of Staff, Provost's Office
Mr. Jake Beamer, Dir. of Governance & Strategic Initiatives & Asst. Secretary

I. Call to Order

Chair Burse called the executive session to order at 1:24 p.m.

II. Personnel Matters

Dr. Bradley discussed personnel matters with committee members.

III. Promotion and Tenure

Dr. Bradley discussed promotion and tenure recommendations with committee members.

IV. Adjournment

Ms. Porter made a motion, which Mr. Brown seconded, to adjourn the executive session.

The motion passed and the session adjourned at 1:45 p.m.

Approved by:

[Handwritten Signature]
Signature on file

Assistant Secretary

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RECOMMENDATION TO THE BOARD OF TRUSTEES
CONCERNING THE BYLAWS OF THE KENT SCHOOL
OF SOCIAL WORK AND FAMILY SCIENCE

Academic and Student Affairs Committee – June 22, 2023
Board of Trustees – June 22, 2023

RECOMMENDATION:

The President recommends that the Board of Trustees approve the revised Kent School of Social Work and Family Science Bylaws Document, in the form [attached](#) hereto.

BACKGROUND:

A summary of revisions is [attached](#).

The Redbook, Section 3.1.3 requires approval of the bylaws for each academic unit by the Board of Trustees. This revised document has been approved by the faculty and recommended by the Interim Dean of the Kent School of Social Work and Family Science.

The proposed changes were reviewed by the Office of the Provost and General Counsel. The Executive Vice President and University Provost and the Interim University Provost joins the President in making this recommendation.

COMMITTEE ACTION:

Passed X
Did Not Pass _____
Other _____

____ Signature on file ____
Assistant Secretary

BOARD ACTION:

Passed X
Did Not Pass _____
Other _____

____ Signature on file ____
Assistant Secretary

March 31, 2023

Bylaws Memo Documenting Changes

Throughout to improve consistency

- Changed the name from Kent School of Social Work to “Kent School of Social Work and Family Science”
- Capitalized “Kent School”, “Dean”, “Bylaws”, “The Redbook”

Modifications in multiple sections

- Made all ballot voting acceptable by “written or electronic” methods
- The bylaws have been revised to reflect the addition of the MSCFT and DSW programs.

Committee modifications

- Decentralized committee structure: Largely the result of the addition of the MSCFT and DSW programs, the scope and structure for several committees were changed to accommodate decentralized decision making at the program level.
- The Diversity and Social Justice Committee and the Restorative Solutions Committee have been re-envisioned into the Anti-Oppression Committee. We also made the Associate Dean for Inclusion and Equity the de facto chair of the Anti-Oppression committee
- Made clear the Planning and Budget Committee, similar to other advisory committees, selects the chair annually. We required participation of program directors on the planning and budget committee, given their role in the overall School budget. Thus, the PD roles will be identical to those of other members, although they may be asked for information to facilitate the committee’s work
- The Search committee was added to the Bylaws as an ad hoc committee.

Article II.1:

- Referenced the Kent School Personnel Committee guidelines for titles and rankings of personnel with full-time contracts who do not hold probationary and tenured appointments
- Added “Secondary faculty (which are types of joint appointments)” to make our reference to The Redbook Section 4.1.4 more precise.
- Moved the following from a footnote to the text. “Emeritus, Affiliated/Associate, Visiting or Gratis faculty status are conferred by a majority vote of the probationary and tenured faculty, upon a nomination from the Dean or a full-time tenured or probationary faculty member and a recommendation from the Personnel Committee. Faculty Appointments are subject to Board of Trustees Approval or its designee.”

Article II.2:

- Deleted “Subject to the authority of the Board of Trustees, the President and the Executive Vice President and University Provost” to make the language consistent with Redbook section 3.3.2.

Article III:

- Added additional details to make clear associate and assistant deans, not program directors, are appointed by the Board of Trustees.
- Replaced “in consultation with” to “approved by”.

March 31, 2023

- Added “All full-time faculty have voting privileges on personnel matters involving promotion of faculty with nontenurable appointments.”
- Added “A quorum shall consist of a majority (greater than 50 percent). . .”

Article IV

- Rephrased fist sentence to read “Academic programs shall consist of those ending in a degree or specialized curricular options that have been approved by full-time faculty of the Unit and approved by University-mandated processes”.
- Removed second incidence of “recognized officially by the University” in the paragraph.
- Added the word “working” to make more precise.

Article V.1

- Removed “which shall include full-time and part-time faculty” in the first sentence because unit-wide faculty meetings are considered public meetings and cannot be officially limited, expect when executive sessions are called.

Article V.2

- The following text was removed “Staff assemblies may be organized to promote and support endeavors of classified, professional, and administrative staff interests that contribute to the overall efficiency and values of the School, and promote a healthy organizational culture and climate for faculty, staff, and students.”
- Replaced “a” with “the” to make clear we do have a process for identifying the advisor.

Article VI.1

- Added “University or Unit” before “regulations”

Article VII

- Removed “The conventions of shared governance are such that individual faculty members should vote on any matter only once. For example, if a matter comes before a committee and then goes to the faculty at large, the faculty member should vote only once on the matter.” Based on the following comment. This is not a standard convention or principle of democracy. A vote in a committee after committee discussion results in a recommendation to the next level, such as general Unit or departmental faculty, where there is separate discussion and potential for amendments and then a separate vote. A person does not give up their right to a future vote by casting a current vote.

Article VIII

- In the revised bylaws, full time faculty (inclusive of term faculty) vote on all matters except personnel and promotion matters involving tenure and promotion of faculty with probationary or tenured appointments. We have expanded the committee from 5 to 6 members, with the additional member being a term faculty, who is able to vote on promotions of other Professors of Professional Practice decisions.
- Added “Full-time faculty with nontenurable appointments have voting privileges on personnel matters involving promotion of other faculty with nontenurable appointments”.

March 31, 2023

Article IX

- We removed “professional, administrative, and classified” as these are not mutually exclusive staff categories. We did not add a number of staff because we did not want to be specific.

Article XI

- Edited to read “Once approved by the faculty, a proposed amendment shall be reviewed and approved according to the governance process defined in The Redbook Section 3.1.3.”

Appendix 3

- Added “University” before “Faculty” to improve clarity.

Appendix 4

- Moved committee charge so it was the last sentence in the paragraph
- For the Program Committee, we made membership include “Kent School full-time faculty who are teaching in the program during the current academic year or who have taught in the prior two academic years.” We also made clear the meetings are open to all full-time faculty.
- For the Accreditation and Curricular Alignment Committee, we added “part-time faculty”. So these meetings are now open to all full-time and part-time faculty.
- We revised the make-up of the Anti-Oppression committee from “one staff or faculty from each academic program” to read “(2) one staff member from an academic program, (3) a faculty representative from each academic program (e.g., who is currently teaching or has taught in the program in the past two years”
- For the Anti-Oppression committee, we made clear the staff representatives are appointed by the Chair and serve 2-year terms, and that students are also appointed by the Chair.
- For the student grievance committee, we have added the language “The Student Grievance Committee shall consist of three full-time faculty and one Kent School student to serve a one-year term staggered terms which are subject to renewal.”
- Added “where there is a quorum present” to nomination, honors, and awards committee.
- For the Nomination, Honors, and Awards committee, we struck (non-voting) after student. If appointed, students are allowed to vote.
- For the Personnel Committee, we added “The Personnel Committee shall consist of five tenured faculty members and one term nontenurable faculty. The term nontenurable faculty member shall have full voting rights, with the exception of personnel decisions for tenured and probationary faculty.”
- For the Student Grievance Committee: Clarified the wording and removed the phrase ‘staggered terms’. “The Student Grievance Committee shall consist of three full-time faculty and one Kent School student to serve a one-year term. Terms may be renewed and at least one member must have served the prior year.”

Appendix 5

- Added “All search committee members must go through appropriate University trainings to ensure equitable searches, as well as any other trainings mandated by the University.”
- Added “Search Committees shall have diverse representation.”

BYLAWS OF THE RAYMOND A. KENT SCHOOL OF SOCIAL WORK AND FAMILY SCIENCE

ARTICLE I. PURPOSE

The purpose of these Bylaws is to establish the organizational structure and legislative governance procedures of the faculty of the Raymond A. Kent School of Social Work and Family Science, hereafter referred to as Kent School. These Bylaws seek to promote participation in governance and decision-making, the orderly and efficient conduct of business, and a healthy and inclusive organizational culture and climate for faculty, staff, and students.

ARTICLE II. FACULTY

1. Membership

Full-time faculty shall consist of all personnel with probationary and tenured appointments, as described in Article 4.1, Section 4.1.1. of The Redbook, as well as personnel with full-time nontenurable term appointments (see Kent School Personnel Committee guidelines for titles and rankings of personnel with full-time contracts who do not hold probationary and tenured appointments) pursuant to Article 3.1, Section 3.3.1 and as described in Article 4.1, Section 4.1.1.A.2 of The Redbook. Additionally, to be considered full-time under these Bylaws, faculty must have a primary appointment (80 percent or greater) to Kent School. *Part-time faculty* shall consist of personnel who are hired on a part-time basis to teach, conduct research, or perform service pursuant to Article 4.1, Section 4.1.2 of The Redbook. *Emeritus faculty* shall consist of retired faculty voted such status pursuant to 4.1.3 of The Redbook. *Secondary faculty* (which are types of joint appointments) shall consist of faculty voted such status pursuant to 4.1.4 of The Redbook. Secondary faculty are faculty who hold a full-time primary appointment for a minimum of at least one academic year in a unit or department of the University of Louisville other than Kent School, or in a department within Kent School, or in another institution of higher learning. *Visiting faculty* shall consist of faculty voted such status. Visiting faculty are faculty who are on leave from another institution where they hold a full-time primary appointment and are invited to Kent School and to the University for a specified period of time to share their expertise through teaching, research, and/or service. *Gratis (voluntary) faculty* shall consist of faculty voted such status. Gratis faculty appointments are unpaid positions that support the educational, research, or service missions of Kent School. Emeritus, Affiliated/Associate, Visiting or Gratis faculty status are conferred by a majority vote of the probationary and tenured faculty, upon a nomination from the Dean or a full-time tenured or probationary faculty member and a recommendation from the Personnel Committee. Faculty Appointments are subject to Board of Trustees Approval or its designee.

2. Responsibilities and Duties

The full-time faculty shall have general legislative powers over all matters pertaining to its own affairs as established by Sections 3.3.2 and 3.3.3 of The Redbook and these Bylaws. The legislative powers are not limited to: (1) governance of Kent School in matters within its jurisdiction and authority; (2) promotion of innovative and high quality academic, research, and service activities; and (3) establishment and enactment of recruitment, admissions, and its own

personnel policies and procedures. Specific duties of the full-time faculty are listed in Appendix 2 of these Bylaws.

ARTICLE III. ADMINISTRATION

The administration shall include the Dean and other Associate and Assistant Deans, as well as program directors as appointed by the Dean according to Article 3.3, section 3.3.5 of The Redbook.

1. The Dean

The Dean shall be the educational and administrative head of Kent School in accordance with the authority delegated under Article 3.2 of The Redbook and duly approved University policies. The Dean shall be responsible directly to the Executive Vice President and University Provost for effective administration and conduct of Kent School's academic programs. The Dean reports to the University Provost through whom they shall be responsible to the President for the administration of Kent School. The Dean shall be responsible for representing the views of the faculty to the executive offices of the University. As per section 3.2.2 of The Redbook, the Dean's specific duties and responsibilities, which shall be approved by the President and the faculty of Kent School, are detailed in a job description in Appendix 3.

2. Associate Dean(s), Assistant Dean(s), and Program Directors

Associate and Assistant deans are appointed by the Board of Trustees upon recommendation by the Dean, University Provost and President. In accordance with The Redbook (Section 3.3.5), searches for divisional or departmental officers may be limited to internal candidates at the discretion of the Dean. In such cases, the departmental faculty shall submit a slate of candidates to the Dean, from which the Dean may strike any candidates. Before making a recommendation regarding for associate Deans, assistant Dean, and program directions, the Dean shall seek the concurrence of the departmental faculty by one of two methods: Method 1: The departmental faculty may vote on all acceptable candidates. Method 2: The departmental faculty may vote on the candidate tentatively selected by the Dean. When the Dean and a majority of the departmental faculty concur on a candidate, the Dean may recommend associate and assistant Deans via the Executive Vice President and University Provost for approval by the President and Board of Trustees. If there is an impasse in this process, the Dean and departmental faculty shall each submit written reports to the Executive Vice President and University Provost, who shall recommend a departmental officer to the President and Board of Trustees. Job descriptions for these administrative appointments shall be prepared by the Dean and approved by full-time faculty, and be made available to all faculty and staff. Program directors include the administrator of programs ending in a degree (e.g., BSW, MSSW, MCFT, DSW, or PhD). The performance of Associate and Assistant Deans and of program directors shall be evaluated annually by the Dean.

ARTICLE IV. ACADEMIC PROGRAMS

Academic programs shall consist of those ending in a degree or specialized curricular options that have been approved by full-time faculty of the Unit and approved by University-mandated processes. Any recommendation from the Dean or full-time faculty to establish or eliminate an academic program requires a favorable written or electronic ballot of two-thirds of the full-time faculty and recognized officially by the University.

ARTICLE V: FACULTY MEETINGS, ASSEMBLIES, & ASSOCIATIONS

Faculty meetings, assemblies, and associations are vehicles of shared governance of Kent School, and shall be the responsibility of the faculty, Dean, staff, and student body. Minutes of faculty meetings, assemblies, and associations will be documented and retained by the Dean's Office and made available to meeting participants.

1. Faculty Meetings

Faculty meetings shall be convened by the Dean at least once during the fall and once during the spring semesters. The Dean or his or her designee shall chair faculty meetings. Additional faculty meetings may be called by the Dean, or any member of the full-time faculty through a petition submitted to the Dean signed by 25 percent of all full-time faculty. The Dean will set the agenda in coordination with full-time faculty, part-time faculty, and a representative of Kent School Student Association (hereinafter referred to as "KSSA"); prepare and distribute meeting agendas; and facilitate the meetings. Written notification of meetings with agendas shall be sent to all members of the faculty and the KSSA representative no later than one working day prior to the date of the meeting.

At the request of the Dean or by majority vote of the full-time faculty, an executive session (with only the Dean and full-time faculty present) may be called as warranted to discuss personnel or private student matters.

2. Assemblies and Associations

The Kent Assembly consists of all faculty, staff, and representatives from Kent School's student association. Its primary function is to disseminate information and gather input deemed important to the common good and overall health and function of Kent School. Meetings of the Assembly may be called by the Dean or through a petition submitted to the Dean by 25 percent of all Assembly members. The Dean or his or her designee shall chair the Kent Assembly.

Staff assemblies should establish effective communication between the faculty, administration, and other appropriate bodies. Staff assemblies may determine their process of representation to other University bodies by establishing Bylaws and other documents in accordance with University policies and the Staff Handbook.

Kent School recognizes KSSA as its student organization to support all endeavors of student interest, as well as to establish effective representation with the faculty, staff, administration, and other appropriate bodies. KSSA may establish Bylaws and other documents in accordance with

University policies and the Student Handbook. The KSSA faculty advisor will be responsible for ensuring that KSSA Bylaws and documents follow University policies, and the Student Handbook.

ARTICLE VI. COMMITTEES

1. Standing Committees

Full-time faculty may establish, modify, or dissolve standing committees with a favorable two-thirds written or electronic ballot vote, so long as such actions do not conflict with University or Unit regulations regarding standing committees. The list of Kent School's standing committees, including function and membership, is provided in Appendix 4.

2. Ad Hoc Committees

Upon the recommendation of the Dean or the full-time faculty, and a simple majority vote of full-time faculty, ad hoc committees may be appointed or elected to perform a particular task related to the mission of Kent School. A majority of persons serving on an ad hoc committee shall be full-time faculty and chaired by a full-time faculty member, unless a charge providing otherwise has been approved by a two-thirds majority vote of the full-time faculty. The list of Kent School's ad hoc committees and appointees to University committees is provided in Appendix 5.

ARTICLE VII. PARLIAMENTARY AUTHORITY

All faculty and faculty committee meetings will be guided by the current edition of Robert's Rules of Order.

ARTICLE VIII. VOTING PRIVILEGES

All full-time faculty have voting privileges within committees of which they are a member, unless voting privileges are prohibited by these Bylaws or The Redbook. Faculty with probationary or tenured appointments vote on personnel matters involving the tenure and promotion of faculty with probationary or tenured appointments. All full-time faculty have voting privileges on personnel matters involving promotion of faculty with nontenurable appointments. Part-time faculty representatives and student representatives elected by their respective bodies or appointed by the Dean play an advisory role in committees on which they are a member and the faculty as a whole, and therefore do not vote.

A quorum shall consist of a majority (greater than 50 percent) of the full-time faculty eligible to vote on the matter before the faculty or faculty committee.

ARTICLE IX. PROFESSIONAL, ADMINISTRATIVE, AND CLASSIFIED STAFF

Kent School staff report to the Dean and other School and University administrators as may be required by their job tasks and responsibilities. Kent School staff may elect or appoint a member(s) to be the representative of the staff in addressing matters that affect the operation of Kent School.

ARTICLE X. STUDENTS

The students shall consist of those students who have been admitted into one of the academic programs of Kent School. KSSA, which operates under its own set of Bylaws, shall be the representative organization of the students of Kent School. Other student organizations may form and be recognized within Kent School given they meet the guidelines, requirements, and approval according to Kent School and University policies and procedures.

ARTICLE XI. ADOPTION AND AMENDMENT OF KENT SCHOOL BYLAWS

1. Initiation of Amendment

Amendment of these Bylaws may be initiated by any full-time faculty member or the Personnel Committee. Proposed amendments and appendices of the Bylaws must not be in conflict with The Redbook.

2. Procedures for Approval of Adoption and Amendments

Adoption of, and amendment to, these Bylaws requires that final proposed documents be distributed to each member of the full-time faculty at least ten (10) working days prior to a formal written or electronic ballot. A vote on adoption or amendment shall take place at a faculty meeting, convened according to the provisions of Article V, Section 1 of these Bylaws. A quorum must be present prior to casting of votes. Approval of adoption or amendment to these Bylaws shall require a two-thirds majority written or electronic ballot vote of full-time faculty. No absentee or proxy ballots shall be accepted.

Once approved by the faculty, a proposed amendment shall be reviewed and approved according to the governance process defined in The Redbook Section 3.1.3.

APPENDIX 1

MISSION OF THE RAYMOND A. KENT SCHOOL OF SOCIAL WORK AND FAMILY SCIENCE

The Kent School of Social Work and Family Science addresses complex social problems through education, research, and service to create a just and better world.

APPENDIX 2

SPECIFIC DUTIES OF THE FULL-TIME FACULTY

Specific duties include, but not limited to:

- Kent School governance
 - Making recommendations to the Dean or advisory committees (Faculty Affairs, Planning and Budget, Anti-Oppression, and Personnel) to achieve the overall goals of Kent School.
 - Representing Kent School and the University on committees.
 - Creating from its membership standing and special committees and electing representatives necessary to conduct its business.
 - Inviting staff and student input in matters related to the overall health and function of Kent School.
- Innovative and high-quality academic, research, and service activities
 - Developing Kent School's mission statement (See Appendix 1) in collaboration with the Dean.
 - Maintaining academic and programmatic excellence through development, refinement, implementation, and review of the curriculum.
 - Making recommendations to the president and the Board of Trustees regarding the granting of degrees.
- Establishing and enacting recruitment, admissions, curriculum, and personnel policies and procedures.

APPENDIX 3

POSITION DESCRIPTION—DEAN OF KENT SCHOOL

The Dean of Kent School shall be the educational and administrative head of Kent School in accordance with the authority delegated under The Redbook and duly approved University policies.

The Dean of Kent School shall be responsible directly to the University Provost for effective administration and conduct of Kent School's academic programs. The Dean shall be responsible for representing the views of the faculty, staff, and students to the Office of the President. Duties of the Dean shall include ensuring adherence to the duly authorized policies, procedures, and regulations adopted by the University Faculty, appropriate University officers, and the Board of Trustees.

1. Appointment

The Dean shall be appointed by the Board of Trustees on the recommendation of the President in accordance with all applicable sections of The Redbook.

2. Selection and Review

The procedures for the selection and review of the Dean shall be consistent with the applicable provisions of The Redbook and in conformity with the University guidelines on search procedures.

3. Responsibilities

The duties and responsibilities of the Dean are outlined in The Redbook, Section 3.2.2. In addition, the Dean, working with faculty and staff, shall (a) coordinate and support academic programs, (b) create an environment that facilitates research and scholarly activity, (c) promote public service, (d), promote a work environment that supports diversity and inclusion, (e) oversee administration of unit and strategic planning, (f) develop and administer School's budget and annual report, (f) administer personnel actions, and (g) promote Kent School through fund-raising and alumni activities.

APPENDIX 4

STANDING COMMITTEES OF KENT SCHOOL

1. Program Committees

The function of the Program Committees is to, under the guidance of the program director, establish and implement student recruitment, admission, academic/professional conduct review, and dismissal procedures. The committee must include at least one faculty member who is on a 12-month contract. The committee is also charged with establishing and implementing procedures to evaluate program outcomes and maintain the curriculum for each degree program. The program committees shall consist of the program director (chair) and Kent School full-time faculty who are teaching in the program during the current academic year or who have taught in the prior two academic years. Program Directors may appoint student representation; students may not participate in deliberations that involve other students. Meetings are open to all full-time faculty.

2. Accreditation and Curricular Alignment Committee

The function of the Accreditation and Curricular Alignment Committee is to ensure decisions made within and across programs are equitable, consistent with accreditation requirements, and support the mission of the University and School. Membership shall consist of Associate Deans and Program Directors. The Associate Dean for Academic Affairs will serve as chair. Meetings shall be open to all full-time and part-time faculty.

3. Research

The function of the Research Committee is to develop and maintain an infrastructure for research and promote research activities of Kent School. The Research Committee will consist of the Associate Dean for Research (chair) and full-time faculty. The chair may appoint student (non-voting) representation.

4. Anti-Oppression

The function of the Anti-Oppression Committee is to develop and implement initiatives to advance anti-oppression within Kent School and University, the Louisville community, and the global community in line with Kent School's vision, mission, and goals. The Anti-Oppression Committee shall consist of (1) the Associate Dean for Equity and Inclusion (chair) (2) one staff member from an academic program, (3) a faculty representative from each academic program (e.g., who is currently teaching or has taught in the program in the past two years, (3) one student representative from each academic program, (4) one representative from Kent School Student Association, (4) one staff or faculty representative from the Field Education office. (5) one staff representative at large, and (5) at least two community advisors. The committee must include at least one faculty member who is on a 12-month contract. The staff or faculty representative from an academic program can include any full- or part-time faculty member who teaches at least one course in the program and regularly attends program meetings. Faculty and staff will serve staggered, 3-year terms, community representative will serve 2-year terms, and students will serve one-year terms. Faculty and staff are nominated for terms and students and community representatives are appointed by the Chair. The committee may create sub-committees to facilitate activities consistent with Kent School's vision, mission, and goals.

5. Student Grievance

The function of the Student Grievance Committee is to receive and take appropriate action on all student academic grievances in accordance with procedures in Section 6.8.1 of The Redbook and develop procedural guidelines consistent with Section 6.8 of The Redbook. The Student Grievance Committee shall consist of three full-time faculty and one Kent School student. Terms may be renewed and at least one member must have served the prior year. The committee must include at least one faculty member who is on a 12-month contract. At the coordination of the Dean, an election will be held for the full-time faculty representatives on the committee. A chair shall be elected annually by the committee from among the members with a majority faculty vote.

6. Nomination, Honors, and Awards

The function of the Nomination, Honors, and Awards Committee is to identify nominees, present nominations to the faculty, and prepare nomination materials for faculty, School, and University

honors and awards. The Nominations, Honors, and Awards Committee will consist of three full-time faculty, nominated annually to serve a one-year term. A chair shall be elected annually by the committee from among the members. Ad hoc members may be added annually. Ad hoc appointments shall require a two-thirds majority vote of full-time faculty where there is a quorum present. The chair may appoint student representation.

7. Personnel

The function of the Personnel Committee is to implement the personnel policies, procedures, and standards as set forth in the Promotion and Tenure Document of Kent School. The committee is responsible for establishing promotion and tenure criteria. The Personnel Committee shall report directly to the Dean unless otherwise provided for in these Bylaws. It shall also assist in implementing the procedures for faculty searches, as described in these Bylaws and advise the Dean and the Faculty on all matters concerning appointments and promotions changes in faculty classification, and the granting of tenure.

The Personnel Committee shall consist of five tenured faculty members and one term nontenurable faculty. Members are elected by full-time faculty to serve three-year staggered terms. Associate Deans are not eligible to serve. The staggering shall be created by having two people elected each year. The committee can also nominate non-committee members to serve in an ad hoc capacity to conduct reviews; ad hoc appointments shall require a two-thirds majority written or electronic ballot vote of full-time faculty. The term nontenurable faculty member shall have full voting rights, with the exception of personnel decisions for tenured and probationary faculty. A chair shall be elected annually by the committee from among the members. Personnel Committee members seeking promotion will recuse themselves, and a special election will be held to fill the remainder of their position's three-year commitment. The election process of the committee shall consist of faculty nominations of faculty eligible to be on the Personnel Committee, voting by full-time faculty through closed written or electronic ballot, and election through receipt of the majority of the votes cast. Members of the committee shall not serve concurrently as the faculty grievance representative.

8. Faculty Affairs

The purpose of the Faculty Affairs Committee is to advise the Dean regarding faculty perspectives to inform administrative decision-making. Membership shall consist of all full-time faculty who do not hold Dean positions. Nomination and election of the Faculty Affairs Committee chair shall be conducted annually by committee members. The chair will serve a one-year term, and must be tenured. Meetings of the Faculty Affairs Committee shall be held at least twice during each academic year. The chair will systematically communicate faculty perspectives to the Dean so that they can be considered in decision-making.

10. Planning and Budget

The function of the Planning and Budget Committee is to advise the Dean regarding Kent School's Strategic Plan, specifically on (a) the establishment of priorities for action in relation to that plan, (b) requests for new general funds, (c) the development of the annual budget, (d) the allocation of year-end funds, and (e) the development of plans to meet any extraordinary budget situations. Faculty and staff will actively participate in the planning and budgeting process, as

well as the Dean's regular reporting of Kent School's budgetary status, including implications for existing and proposed programming.

The Planning and Budget Committee shall consist of three full-time faculty representatives elected by full-time faculty. The election process of the committee shall consist of faculty nominations, voting by full-time faculty, and election through receipt of the majority of the votes cast. Members shall be elected to serve three-year terms. To provide continuity, the terms will be staggered (by lot, if necessary) so that each year the terms of about one-third of the members will expire. A chair shall be elected annually by the committee from among the members. The Dean, Associate Dean for Finance, and a staff member appointed by the Dean shall be *ex officio* members. The chair may appoint student (non-voting) representation. Committee meetings are open to all faculty.

APPENDIX 5

AD HOC COMMITTEES AND APPOINTEES TO UNIVERSITY COMMITTEES

1. Search Committee (ad hoc)

The faculty Search Committee will consist of five full-time faculty and two alternates, who shall be recruited by the Personnel Committee in consultation with the Dean. Search committees shall have diverse representation. The names of the members shall be approved by full-time faculty by a majority vote. The Chair of the Search Committee is to be elected from among the faculty members approved to be on the committee. The chair may appoint student (non-voting) representation. If any real, potential and/or perceived conflict of interest of any member arises during the work of the committee, the conflicted member shall recuse themselves from the proceedings in which the conflict arose, or at the discretion of the chair, may be excused from the search committee. All search committee members must go through appropriate University trainings to ensure equitable searches, as well as any other trainings mandated by the University.

2.. Faculty Grievance Representative and Alternate

The function of the faculty grievance representative is to serve as a liaison to, and member of, the University Faculty Grievance Committee (The Redbook Appendix A, Section IV.). The faculty grievance representative shall be a tenured faculty member who serves a two-year term. An alternate who is similarly qualified will also be identified (The Redbook Appendix A Section IV.B.IV.). No person currently engaged as a grievant or respondent in a grievance is eligible to serve as the faculty grievance representative or alternate. No person can concurrently serve as the faculty grievance representative or alternate and also on the Personnel Committee of Kent School. Appendix 6 contains the academic grievance procedures.

APPENDIX 6

ACADEMIC GRIEVANCE PROCEDURES

Kent School Student Grievance Committee adopts the procedures of The Redbook Section 6.8 governing the initiation of academic grievances of its students. Kent School procedural documents regarding academic grievances are maintained by the Associate Dean of Academic Affairs.

Bylaws, Kent School, Approved by Faculty: December 4, 1997

Approved by the Board of Trustees: June 22, 1998

Bylaws, Kent School, Amended by Faculty: January 22, 2003, September 21, 2005

Bylaws, Kent School, Amended, Revised, and Approved by Faculty: January 21, 2009, May 13, 2009

Approved by the Board of Trustees: July 29, 2009

Bylaws, Kent School, Revised: December 6, 2016; Approved by Faculty: February 22, 2017

Approved by Faculty Senate: May 3, 2017

Bylaws, Kent School, Revised and Approved by Faculty: August 23, 2017; May 9, 2018

Bylaws, Kent School, Revised and Approved by Faculty: October 24, 2018; November 14, 2018

Approved by Faculty Senate: January 9, 2019

Approved by the Board of Trustees, April 18, 2019

School Name Change Approved by the President: December 16, 2021

Bylaws, Kent School, Revised and Approved by Faculty: February 23, 2022

Approved by Faculty Senate: May 4, 2022

Approved by the Board of Trustees: June 22, 2023

RECOMMENDATION TO THE BOARD OF TRUSTEES
CONCERNING THE BYLAWS OF
THE SCHOOL OF MUSIC

Academic and Student Affairs Committee – June 22, 2023
Board of Trustees – June 22, 2023

RECOMMENDATION:

The President recommends that the Board of Trustees approve the revised School of Music Bylaws Document, in the form [attached](#) hereto.

BACKGROUND:

The Redbook, Section 3.1.3 requires approval of the bylaws for each academic unit by the Board of Trustees. This revised document has been approved by the faculty and recommended by the Dean of the School of Music.

The only change being requested is found in Article VI, Section 3 (words *in italics* have been added): “Votes shall be taken by *either* paper ballots submitted in signed envelopes *or electronic ballots.*”

The proposed changes were reviewed by the Office of the Provost and General Counsel. The Executive Vice President and University Provost and the Interim University Provost join the President in making this recommendation.

COMMITTEE ACTION:

Passed X
Did Not Pass _____
Other _____

____ Signature on file _____
Assistant Secretary

BOARD ACTION:

Passed X
Did Not Pass _____
Other _____

____ Signature on file _____
Assistant Secretary

BYLAWS

University of Louisville

School of Music

ARTICLE I. NAME

The name of this unit shall be the University of Louisville School of Music.

ARTICLE II. PURPOSE

The University of Louisville School of Music is committed to providing innovative musical leadership and to expanding its role as an outstanding cultural and educational resource for the university and community. Our programs reflect diversity, innovation, and creativity and a commitment to excellence throughout our artistic, educational, research, and professional activities.

(School of Music Mission Statement, Spring 2016)

ARTICLE III. FACULTY MEMBERSHIP

Section 1. The faculty shall consist of tenured, tenure-track (probationary), or term-contract (non-tenurable) faculty who hold the rank of instructor, assistant professor, associate professor, and professor in the School of Music. Faculty shall also include lecturers as appointed by contract by the Dean.

Section 2. All full-time members of the faculty may vote on all issues brought before them, except that only full-time tenured and probationary faculty may vote on tenure and promotion, following the procedures outlined in the Policy Manual.

Section 3. Faculty in Phased Retirement shall retain voting privileges.

Section 4. Emeritus faculty shall not have voting privileges.

ARTICLE IV. OFFICERS AND STAFF

Section 1. The chief academic and administrative officer of the unit shall be the Dean of the School of Music. The Dean shall provide leadership to the School, working with the faculty and staff to formulate strategies in order to achieve University and unit goals.

Section 2. The Dean shall be responsible for establishing the administrative organization of the School and may recommend to the Provost the Board appointment of administrative personnel to assist in conducting the business of the unit.

Section 3. The School of Music staff shall comprise individuals employed to do tasks necessary to the operation of the School.

ARTICLE V. MEETINGS

Section 1. Regular meetings of the faculty shall be held according to a schedule determined by the Dean and published before the beginning of the first week of classes. Special meetings on a specific agenda topic may be convened at the written request of a majority of voting members of the faculty. On such occasions, written and/or electronic notification of the meeting shall take place at least three working days prior to the special meeting.

Section 2. A quorum shall consist of 67% of voting members. In deciding issues not related to amendment of the governance documents, voting shall take place by show of hands, or other sign if requested by a voting member of the body. Approval of motions not related to amendment of the governance documents shall require one-half the number of eligible voters present at the meeting plus one additional vote.

Section 3. On questions concerning the conduct of business, Robert's Rules of Order shall be the authority.

ARTICLE VI. AMENDMENTS

Section 1. Any proposed amendments to School of Music governance documents shall be considered by the faculty in written form. Such proposals shall be discussed in at least one faculty meeting, and the final version of the proposal shall be distributed to faculty in paper form or electronically within 48 hours after the meeting in which such discussion takes place.

Section 2. Amendments shall require votes cast by at least 80% of faculty eligible to vote. Approval shall require an affirmative vote of 67% of the number voting.

Section 3. Votes shall be taken by either paper ballots submitted in signed envelopes or electronic ballots.

Section 4. Voting shall take place by written ballot within seven days of distribution of the amendment, with the provisos that, 1) this meeting shall follow the discussion meeting by a period of at least 10 calendar days, and 2) no further discussion will be permitted at this meeting. In cases where it is deemed unnecessary or impractical to convene a second meeting for the purpose of voting, such as at the end of a spring semester, the Dean may request that ballots be submitted directly to the Assistant to the Dean by an appointed date which shall be after a 10 calendar day interim. Such ballots may also be submitted by fax, although such ballots must be signed. "Absentee ballot" shall be understood to be written instruction to vote, and not any specific form.

Section 5. Absentee ballots on governance issues will be accepted by mail or fax until the end of business on the fourth business day following the vote. If by mail, they must be submitted in a separate, signed envelope. If by fax, they must be signed.

ARTICLE VII. COMMITTEES

Section 1. Specified responsibilities of School of Music governance shall be carried out by committees constituted from the faculty. Standing committees of the faculty shall be specified in the School of Music Policy Manual.

Section 2. Ad hoc committees may be constituted by the Dean for a specific purpose and duration.

ARTICLE VIII. AUTHORITY

Section 1. Governance documents of the School of Music shall include the Bylaws and the School of Music Policy Manual. In all matters of policy, the governance documents of the School of Music shall not be in conflict with university policy as defined in The Redbook.

Section 2. These Bylaws shall be in force in combination with the School of Music Policy Manual.

CERTIFICATION

These Bylaws were approved by the faculty in May 2006. Revised in May 2008. Revised in February 2013; approved by the Board of Trustees in June 2013. Mission Statement revised in April 2016; approved by the Acting President on 15 Sept 2016. Revised in January 2023; approved by Faculty Senate on 01 March 2023; approved by the Board of Trustees 22 June 2023.

School of Medicine
Summary of Personnel Document Changes

1. There are two corrections on the second paragraph of the Introduction, page 1 including correcting the name of the document (Personnel Document) and noting that there are now three appendices so changing from “Appendices A and B” to “all appendices”.
2. In section I.A.1., we are moving the requirement for board certification from the requirements to be appointed at Assistant Professor to the requirements to be appointed at Associate Professor or higher. This is because the length of time required prior to being eligible to take clinical boards is quite variable across medical specialties ranging from immediate to 3-5 years. The current system unfairly penalizes those that have oral board requirements and have to wait 3-4 years and forces those faculty to start and remain at the Instructor level for several years, while others start at Assistant Professor level or are quickly promoted to Assistant Professor level. All specialties have the ability to complete boards within five years prior to promotion to Associate Professor. This recommended change levels the playing field for all medical specialties.
3. Also in I.A.1, we have deleted the sentence referring to departmental documents as we do not have departmental documents related to promotion, appointment and tenure. We only have this single School of Medicine Personnel document
4. The remaining changes are in section III including sections B, C, D and E. where the same statement has been added requiring board completion as a requirement for promotion to Associate Professor or Professor.

School of Medicine Personnel Document

Introduction

The purpose of this document is to present the policies, procedures and criteria employed within the School of Medicine (the unit) for the evaluation of promotion, appointment, and tenure requests and for periodic career reviews and for annual performance reviews of faculty. The contents of this unit document apply to all faculty: executive faculty and general faculty as defined in the School of Medicine Bylaws. (A member of the executive faculty of the School of Medicine holds a full-time, academic appointment in the University of Louisville with a primary appointment in the School of Medicine; or may be a part-time or gratis general faculty member who has been elected to the executive faculty).

Changes to the School of Medicine Personnel document and/or its appendices shall be presented for discussion and comment to the Medical Council, Performance Criteria and Policy Committee and the School of Medicine Promotion Appointment and Tenure Committee (SOM PAT Committee). Policy changes and changes to all appendices must be approved by the School of Medicine Faculty Forum, and the School of Medicine Executive Faculty. The Provost shall submit the document to the Faculty Senate for confirmation that it is in accordance with *The Redbook* and the Minimum Guidelines. It shall then be presented to the President for review and recommendation to the Board of Trustees for final approval.

Requests for appointments and promotions to the rank of associate professor and professor (excluding gratis and emeritus actions), award of tenure, and periodic career reviews of tenured faculty must be reviewed by the SOM PAT Committee whose recommendations are forwarded to the Dean of the School of Medicine.

All Executive Faculty members shall have access to this document and, if one exists, a copy of the departmental guidelines for promotion, appointment, tenure, and periodic career review.

I. Classification of Faculty Appointments

A. Full-Time Academic Appointments

Full-time faculty appointments are those at 0.80 to 1.0 full time equivalent (FTE).

1. The requirements for appointment to a full-time faculty position in the School of Medicine shall include, as a minimum, an advanced, usually doctoral, degree (M.D., Ph.D., D.Sc., Ed.D. or equivalent). In disciplines where board certification is available and patient care is provided, appointments at the rank of assistant professor and higher shall require completion of a residency training program. For appointments at the rank of Associate Professor or higher, board certification shall be required. For others, post-doctoral training shall be required for appointment to assistant professor or higher.
2. The appointee shall sign a contract, approved by the Board of Trustees, stipulating that the appointment is made subject to the regulations, policies, and provisions of employment at the University of Louisville including participation in the School of Medicine Professional Practice Plan.

B. Part-Time Academic Appointments

1. Part-time faculty may be appointed by contract to teach specified courses or to engage in specified instruction, research or service less than full-time for a designated period.
 - a. The requirements for appointment to a part-time faculty position in the School of Medicine shall be the same as those for full-time academic appointments. No such appointment, continuation, or renewal thereof shall result in acquisition of tenure or implied renewal for subsequent periods.
 - b. Reviews of part-time faculty will be commensurate with the candidate's % FTE. Although a satisfactory annual review will be a criterion in deciding renewal of contract, there is no guarantee that faculty will be renewed beyond the term of the contract.

C. Non-tenurable Appointments

1. Temporary Appointments

Temporary appointments to the various academic ranks, which include lecturers and visiting faculty, are those made for specifically limited time periods less than one year for special purposes. In no case shall temporary appointments or renewals result in the acquisition of tenure.

2. Term Faculty Appointments

- a. All non-tenurable full-time faculty who are not "temporary" are "term". Term faculty are full-time faculty appointments without tenure for a stipulated contract period not to exceed three years. No term appointments, continuation or renewal thereof shall result in acquisition of tenure or implied renewal for subsequent terms.
- b. Term faculty may be funded through general funds, restricted funds, or clinical revenues.
- c. Term faculty shall meet the standards for appointment to the designated rank with consideration for the areas assigned in the annual work plan and shall be subject to annual and career reviews for faculty of the Unit. Term faculty may apply for promotion in rank according to the criteria in this document.
- d. Term faculty appointments may be renewed for the convenience of the University if the dean determines that the services of the incumbent are needed for the renewal term.
- e. Faculty on term appointments shall be eligible to apply for probationary (tenure track) appointments if they were not previously on a probationary appointment. Productivity during the term appointment may be counted toward the probationary period if requested in writing by the department chair, endorsed by the dean, and approved by the provost at the time of appointment to the probationary track. Transfers out of the probationary appointment back into a non-tenurable status may be requested by the faculty member at any time but must be requested prior to the start of the tenure review by the SOM PAT committee.
- f. Rolling contracts recognize and reward the accomplishments of term faculty. Rolling contracts of two or three-year duration will be available after five years of service at the University of Louisville. Rolling contracts are only available to those faculty members at the rank of associate professor or above. Rolling contracts are renewable every year for

an additional two or three years. Appointment on such contracts is at the discretion of the chair and be approved by the dean and provost.

D. Probationary Appointments

1. Probationary (tenure-track) appointments are appointments of full-time faculty members without tenure, distinct from term appointments as described in *The Redbook*.
 - a. No probationary appointment to the University shall extend beyond the period when tenure would normally be granted as described in *The Redbook*.
 - b. Transfers out of a probationary appointment into a non-tenurable appointment may be applied for at any time but must be requested prior to the start of the SOM PAT committee's tenure review. Transfers back to probationary status after that point are prohibited.
 - c. Probationary appointments shall be in accordance with the stipulated terms associated with each rank per *The Redbook*.

E. Tenure Appointments

1. Tenure is the right of certain full-time faculty who hold academic rank to continuous full-time employment without reduction in academic rank until retirement or until dismissal as provided in *The Redbook*.
 - a. Tenure is granted in the School of Medicine in accordance with the procedures established in *The Redbook*.
 - b. Administrators - Administrative personnel who have acquired tenure are subject to the regulations herein on tenure and the provisions governing termination only in their capacities as faculty members.
 - c. Tenure recommendations - Recommendations concerning the award or denial of tenure shall originate in the faculty of the academic units in which tenure is to be granted.
2. Immediate tenure on appointment
 - a. Generally, tenure will not be granted concurrent with initial appointment; however, a faculty member may be hired with tenure when such action is warranted. Ordinarily, in the School of Medicine such actions will be considered only on initial appointment of persons of exceptional merit who already have tenure in another university.
 - b. For appointments at the rank of associate professor a minimum of one year must elapse after the initial academic year of appointment, or fraction thereof, before a tenure consideration may be initiated.

F. Joint and Associate Appointments

1. Faculty may have additional appointments outside their primary department (their primary appointment)
 - a. Joint appointments as defined in the *Redbook* require that a faculty member's work plan include a percent effort in the joint (secondary) department and this percent effort must have equivalent associated salary originating from the secondary department. Career reviews (mid-tenure, tenure, promotion, periodic) are done in both departments.

- b. Associate appointments do not entail salary commitments. Criteria for appointment as an associate in a department shall be stipulated by the department. Examples of criteria for associate membership include contributions by associate faculty in teaching, mentoring of students, and research collaborations.

G. Emeritus Appointments

Such honorary title may be conferred upon retirement if requested by the departmental faculty and Dean and approved by the Provost and Board of Trustees.

H. Gratis Appointments

1. Gratis (voluntary) faculty appointments can be held at the School of Medicine. Gratis faculty appointments must be based in departments and are non-tenurable.
2. Gratis appointments and promotions are approved by the Dean (or designee) and do not require SOM PAT Committee review.
3. The term of the initial appointment is at the discretion of the chair but may not exceed five years. Reappointments may be made at the same maximum terms as initial appointments.

II. Conditions of Faculty Employment

A. Annual Work Plan

Each faculty member shall collaborate with the department chair to develop an annual work plan to be signed by both parties indicating their agreement and approved by the Dean. The annual work plan must specify the percentage of effort to be spent in teaching, research and service. Service may be further specified as clinical service, non-clinical/community service, and/or service to research. The faculty work plan shall describe specific goals and objectives to be achieved by the faculty member during the period covered.

1. For faculty in non-tenurable positions the faculty work plan shall be specific to the duties particular to their contract periods and shall reflect the need to demonstrate evidence of excellence in one area of the work plan (typically this is the numerically largest percentage area, but may be any area with a 20% or higher effort, if so designated), and proficiency in all other areas of their workplan in order to satisfy the requirements for promotion. There is no required minimum percentage of effort for areas that are assigned in the faculty member's work plan, but percentages must total 100%.
2. For probationary faculty the faculty work plan shall reflect the need to demonstrate evidence of excellence in one area of the work plan (typically this is the numerically largest percentage area but may be any other area with a 20% or higher effort, if so designated) and proficiency in all other areas of the work plan in order to satisfy the requirements for the award of tenure. In addition, for probationary faculty a minimum assignment of 20% research and the corresponding time away from service and/or teaching obligations is required. Probationary faculty must have work assignments in each area of work plan including research, teaching, and service. (*Redbook* Minimum Guidelines for Faculty Personnel Reviews)
3. For tenured faculty, the faculty work plan shall respect both the faculty member's need to shape his/her career and the missions of the department, school, and university. In order to

accomplish this, the annual work plan shall permit individual faculty members to concentrate, at various times in their careers, on one or more of the areas of teaching, research, and service. Tenured faculty are not required to have assignments in all of the areas of teaching, research, and service. There is no required minimum percentage of effort for areas that are in the faculty member's work plan, but percentages must total 100%.

B. University Practice Plan

For full-time faculty, The Practice Plan defines the conditions under which work outside of the University may be carried out for all full-time School of Medicine faculty.

C. Faculty Presence at the University

Although professional activities may require a faculty member's absence on occasion, faculty members normally are expected to be available to be on campus and at the School of Medicine when required to meet with their colleagues, attend department functions including meetings, and to teach and meet with students and/or clinical trainees. Exceptions to this rule require department chair and School of Medicine Dean approval.

III. Faculty Personnel Reviews

A. Annual Review

1. All part-time, term, probationary, and tenured faculty must be reviewed in writing annually by their department chair or designee. The School of Medicine Policy for Faculty Annual Performance Reviews is attached as Appendix C of this document. The annual review must evaluate faculty performance under the distribution of the effort indicated in the approved annual work plan (*The Redbook's* Minimum Guidelines for Faculty Personnel Reviews).
2. Annual work plans and reviews shall be part of all career review files. Annual Performance Reviews shall be part of a promotion, tenure or periodic career review, but do not make up the entirety of requirements for a successful promotion or tenure review, or a satisfactory periodic career review.
3. The appeal process for annual reviews is outlined in the School of Medicine Policy for Annual Performance Reviews document.

B. Promotion and Tenure of Tenurable Faculty

1. Time Required
 - a. Each faculty member eligible for tenure must (with the exceptions listed in Article III.B.2 and 3, below) be evaluated by the SOM PAT Committee before the end of twelve months after five years of service applied to tenure. Evaluation for tenure, once originated, in the School of Medicine shall proceed unless the faculty member resigns from the University or is subject to termination.
 - b. All probationary faculty who have had seven years of service counted as in a tenurable faculty position, if reemployed full-time shall be granted tenure.
2. Leaves of Absence

One year spent on an officially approved leave of absence may be counted toward the seven years of full-time service necessary for tenure. Any leave granted during the probationary

period must carry with it a stipulation in writing as to whether the leave counts toward tenure.

3. Extension of Probationary Period

A faculty member who faces extenuating circumstances that do not require a leave of absence but result in a significant reduction in ability to perform normal duties may request an extension of the probationary period for no less than six months and no more than one year. A second extension may be granted for a second extenuating circumstance. An extension shall not be granted more than two times within the probationary period of a faculty member. Such extensions must be requested and approved at the time the circumstances exist and before the end of the fifth year of the probationary period and must have documentation satisfactory to the dean for recommendation to the provost for approval.

4. Prior Service

Previous full-time service with the rank of instructor or higher in institutions of higher learning may be counted toward the acquisition of tenure. The letter of offer must specifically request that previous productivity at another institution or at the University of Louisville in a non-tenurable position be applied towards tenure and this request must be approved by the SOM dean

C. Tenure, Promotion and Appointment to Associate Professor of Tenurable Faculty

1. The requirements for promotion to associate professor are equivalent to those for granting tenure. It is recommended that requests be submitted jointly, i.e., a request for promotion should be coupled to a request for tenure. The departmental executive faculty and the chair, as determined by procedures outlined in Appendix B, have the responsibility for initiating consideration of promotion and tenure.
2. The candidate's record shall provide evidence of excellence in the major or designated area of the work plan (no less than 20% effort in the work plan) and proficiency in all other areas of the work plan. Criteria for excellence and proficiency in each area are defined in Appendix A. The individual's accomplishments should indicate promise of continuing proficiency in those endeavors that best support the research and academic mission of the School of Medicine and the University commensurate with the proportion of non-administrative duties in the department.
3. In addition, scholarship, defined as the creation of new knowledge and the dissemination and acceptance of it by peers, must be demonstrated at the time of review. Scholarship in the areas of research, teaching and service is defined in Appendix A.
4. Normally, requests for promotion to associate professor and tenure will not be considered until a full probationary period of five years in faculty status has been served. Requests for early action are appropriate if the faculty member's accomplishments meet the stated criteria. Service prior to employment at the University or while serving in a non-tenurable appointment at the University can be considered in these deliberations if so stated in the letter of offer. A faculty member may request only one evaluation for early tenure. Once originated this evaluation shall proceed as indicated in the *Redbook* unless the faculty member requests its withdrawal.

5. Promotions to the rank of Associate Professor or higher shall require board certification in disciplines where boards are available and patient care is provided. Candidates for new appointments at the rank of associate professor shall satisfy the same criteria as described above for promotion to that rank.

D. Promotion or Appointment to Professor of Tenured or Tenurable Faculty

1. Promotion to professor should be awarded with care and only to those who show promise of continuing excellence in the major or designated area of their annual work plan, and proficiency in all other areas of their work plan commensurate with the percent effort in the department. However, despite this anticipatory element, a recommendation for granting the rank of professor shall be made in recognition of accomplishments already attained.
2. Scholarship must be demonstrated at the time of review. Scholarship in the areas of research, teaching and service is defined in Appendix A.
3. Normally, a minimum of five years in rank as an associate professor shall be served before a recommendation for promotion is considered. Requests for early promotion are appropriate if the faculty member's accomplishments as an associate professor meet the stated criteria. A department is not obligated to make a recommendation after the fifth year; a longer interval commonly is necessary to establish acceptable credentials.
4. Promotions to the rank of Associate Professor or higher shall require board certification in disciplines where boards are available and patient care is provided. Candidates for new appointments at the rank of professor shall satisfy the same criteria described above for promotion to that rank.

E. Promotion or Appointment to Associate Professor of Non-Tenable Faculty

1. The candidate's record shall provide evidence of excellence in the major or designated area of the work plan and proficiency in all other areas of their work plan. Criteria for excellence and proficiency in each area is defined in Appendix A.
2. In addition, scholarly activity, as defined in Appendix A, on average annually is required.
3. Normally, requests for promotion to associate professor will not be considered until a full period of five years in faculty status has been served. Requests for early action are appropriate if the faculty member's accomplishments as an assistant professor meet the stated criteria.
4. Promotions to the rank of Associate Professor or higher shall require board certification in disciplines where boards are available and patient care is provided. Candidates for new appointments at the rank of associate professor shall satisfy the same criteria as described above for promotion to that rank.

F. Promotion or Appointment to Professor of Non-Tenable Faculty

1. Promotion to professor should be awarded with care and only to those who show promise of continuing evidence of excellence in the major/designated area of their annual work plan, and proficiency in all other areas of their work plan commensurate with the percent effort in the department. However, despite this anticipatory element, a recommendation for granting the rank of professor shall be made in recognition of accomplishments already attained.

2. In addition, scholarly activity, as defined in Appendix A, on average annually is required.
3. Normally, a minimum of five years in rank shall be served before a recommendation for promotion is considered. Requests for early promotion are appropriate if the faculty member's accomplishments as an associate professor meet the stated criteria. It should be understood that a department is not obligated to make a recommendation after the fifth year; a longer interval commonly is necessary to establish acceptable credentials. Accomplishments made as an associate professor prior to employment at the University can be considered in these deliberations.
4. Promotions to the rank of Associate Professor or higher shall require board certification in disciplines where boards are available and patient care is provided. Candidates for new appointments at the rank of professor shall satisfy the same criteria described above for promotion to that rank.

G. Appointment and Promotion of Part-Time and Gratis Faculty

1. Part-time faculty shall be held to the criteria specified for full-time non-tenurable faculty with consideration for their percentage effort and work plan.
2. Appointment and promotion of gratis faculty is initiated at the departmental level and does not require SOM PAT Committee review. These appointments and promotions are reviewed at the level of the Dean (or designee). Specific guidelines and criteria for the appointment and promotion of gratis faculty are provided to departments.

H. Periodic Career Review

All tenured faculty in the School of Medicine (with the exception of department chairs and the dean who are reviewed by other means) shall undergo periodic career review after every fifth year of service to evaluate their contribution to the missions of the University, School of Medicine, and department. Candidates shall be evaluated as either “satisfactory: meeting School of Medicine criteria”, or “unsatisfactory: not meeting School of Medicine criteria”.

1. When the review period ends in a sabbatical (or other leave) year, the career review shall be deferred until the next academic year. A promotion review shall replace career review for the period in which the promotion occurs.
2. Periodic career reviews shall be conducted in the same way as promotion reviews except as otherwise noted in this document. Criteria shall be evidence of excellence in the major or designated area of the annual work plan, and proficiency in all other areas of their work plan, commensurate with the percent effort in the department, for the period under review, and scholarly activity as defined in Appendix A. The review process shall not extend beyond the Office of the Dean of the School of Medicine, but the results of such reviews shall be reported annually to the Office of the Provost.
 - a. Tenured faculty members evaluated as satisfactory shall begin the next review cycle in the following academic year.
 - b. Tenured faculty members evaluated as unsatisfactory shall prepare a career development plan within 30 days in consultation with the chair that is acceptable to the dean to remedy the deficiency in one year unless the dean approves a longer period. If the faculty member and chair or divisional head are unable to agree upon a career development plan acceptable to the Dean, the Dean may set the requirements to be met so long as the requirements are equitable in light of the

obligations and responsibilities expected of faculty at the same rank with comparable work plans as the faculty member under review. If the faculty member completes the agreed upon professional development plan, the faculty member shall then have one year to demonstrate satisfactory performance on a subsequent career review. Meeting all requirements as stipulated in the career development plan will be the criteria used for demonstrating satisfactory performance on the second review. If the faculty member is again evaluated unsatisfactory, the career record of performance shall be forwarded to the Dean of the School of Medicine for appropriate disciplinary action that may include proceedings for termination as per the *Redbook*. However, if the faculty member's performance is evaluated as satisfactory at the time of subsequent career review, the next five-year review cycle begins with the following year.

3. For faculty with non-tenurable and part-time appointments, consideration for reappointment shall serve as their periodic career reviews. The criteria shall be pertinent to their defined areas of appointment and performance. Satisfactory reviews require documented proficiency in all assigned areas of the annual work plan. Although a satisfactory annual review will be a criterion in deciding renewal of contract, there is no guarantee that a faculty contract will be renewed beyond the term of the contract. Non-tenurable faculty who are evaluated as unsatisfactory on annual review may be considered for non-renewal of contract.
4. All University *Redbook* and School of Medicine rights of due process and appeal for non-tenurable, probationary, and tenured faculty shall pertain in these periodic career reviews.

IV. Departmental PAT Policies

A. Allowance for Departmental PAT Policy Documents

1. Separate departmental documents are not required, and their function can be fulfilled by adopting the school's criteria elaborated in this document (Policy for Promotion, Appointment and Tenure and for Periodic Career Review in the University of Louisville School of Medicine) and its accompanying Appendices. However, departments have the option of preparing written criteria that specify additional requirements and procedures for promotion, appointment, tenure and periodic career review.
2. The document must be adopted by a majority vote of departmental executive faculty and approved by the unit Faculty Forum committee and the Dean of the School of Medicine and reported to the University Provost.

B. Requirements of Departmental PAT Policy Documents

1. Departmental documents and procedures shall not disrupt due process nor set performance requirements less stringent than those established in this unit document.
2. Departmental documents must be explicit in specifying the responsibilities of the appointee and the criteria by which proficiency, excellence, and scholarship and other categories, if any, shall be measured. If factors such as professional licensing are required, this must be stated clearly, as well as how documentation shall be established.
3. The document must be explicit in specifying the procedures by which consideration of promotion, appointment, tenure and periodic career reviews are conducted.

4. Departmental PAT documents must not conflict with the requirements of *The Redbook* and Minimum Guidelines and the School of Medicine Policy on Promotion, Appointment, Tenure and Periodic Career Review in the University of Louisville School of Medicine document.

Approved by the Board of Trustees: August, 1984

Revised: August, 1989

Revised: June, 1990

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Revised: November, 1995

Revised October, 1998

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Revisions approved by School of Medicine PAT Committee: April 19, 2000

Revisions approved by School of Medicine Faculty Forum: May 10, 2000

Revisions approved by School of Medicine Executive Faculty: June 28, 2000

Following the 2001 Redbook Chapter 4 changes:

Revisions approved by School of Medicine PAT Committee: June 20, 2001

Revisions approved by School of Medicine Faculty Forum: November 14, 2001

Revisions approved by School of Medicine Executive Faculty: January 23, 2002

Reviewed by Faculty Senate Redbook Committee: February 28, 2002

Revisions approved by School of Medicine Faculty Forum: March 13, 2002

Approved by the Board of Trustees: April 22, 2002

Revisions approved by School of Medicine PAT Committee: April 16, 2008

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Appendix A

Definitions and Examples of Excellence, Proficiency and Scholarship in the Areas of Research, Teaching and Service

Below are the definitions of excellence and proficiency in the areas of research, teaching, and service. Excellence and proficiency in these areas includes community-engaged scholarship, a form of scholarship that embraces research, teaching, and service for the mutual benefit of external audiences and the University. Examples include community-based research, service-learning, educational enrichment programs for the public, youth services, public health outreach, and health education. The category of service includes clinical service, non-clinical/community service, and service to research. Service to research refers to the contribution of essential expertise to school of medicine research programs, such as the operation and directorship of core facilities.

I. Definitions of Excellence and Proficiency in Research

A. Excellence in research is defined by the following criteria:

1. The faculty member must have a major responsibility for an independent research program. Preferred evidence of an independent research program is current extramural federal funding as principal investigator, including principal investigator on a multi-principal investigator grant. Alternatively, nationally peer-reviewed funding via multi-year significant grants as principal investigator may be acceptable (e.g., American Heart Association, American Diabetes Association).
 - a. For award of tenure and for Periodic Career Review, if Criterion 1 above is not met and there is prior funding within the last two years of review, then an exception will be considered if the department chair assesses the likelihood of future funding by the faculty member. This assessment should include, but is not limited to, reviews of recently submitted grant applications.
 - b. For promotion to the rank of Professor both current and sustained extramural funding meeting the above criteria (I.A.1) is required.
2. Regular publication (on average at least annually) of original research findings in nationally-recognized (e.g., included in PubMed) peer-reviewed journals for which the faculty member is a major author (defined as first, senior [i.e., the person who directed the research], or corresponding author) is expected. The quality of the journal and the impact of the publication on the field can be considered in the evaluation. For example, an exception to the expected annual rate of publication can be made if the publications during the review period are in exceptionally high-ranking journals of international acclaim (e.g., Science, Nature, Cell) and are of substantial content and impact. Published review articles, opinions or perspectives can augment, but not replace this requirement for peer-reviewed original research publications.
3. At the time of tenure review, the individual must have an emerging regional/national recognition in a focused area of research expertise that should be evidenced in extramural letters.
4. At the time of review for professor, the individual must have national/international recognition in a focused area of research expertise that is demonstrated by evidence such as

leadership roles in national forums, consultations such as being an editor or reviewer, or invitations to speak. The national/international recognition should be evidenced in extramural letters.

5. Evidence of excellence in community-engaged research includes non-academic publications and presentations, recognition, citations and awards, and a description of involvement of partners/students in these outputs. Such evidence supplement requirements under I. A. 2. above but do not substitute for on average annual requirement for publication of original research findings in nationally recognized peer-reviewed journals.
6. The successful acquisition of patents can be considered evidence of excellence in research, however dissemination in peer-reviewed media is preferred and must constitute the majority of the documentation of peer acceptance.
7. A leadership role on federally funded entrepreneurial peer-reviewed grants or contracts for technology development linked to U of L, and of demonstrable value to the University, can be considered as contributing to excellence in research, but is not, alone, sufficient to meet these criteria.

B. Proficiency in research is defined by the following criteria:

1. Proficiency in research, including community-engaged research, is best evidenced by regular dissemination of original research findings that is commensurate with the work assignment, the majority of which should be through traditional peer-reviewed nationally recognized (e.g., listed in PubMed) publications. At least on average annual publication (as either primary or co-author) is expected of faculty with a 20% or greater work assignment. As described in section I.A.2 of this document, quality of publications can be considered. At least one peer-reviewed publication during the period under review is required for those with a research work assignment of less than 20%. Published review articles, opinions or perspectives can augment, but not replace this requirement for peer-reviewed publication of original research findings.
2. Reviews by collaborators, peers and external reviewers must also be obtained and should indicate satisfactory performance compared to others at this stage of the career.

II. Definition of Excellence and Proficiency in Teaching

Teaching is defined as any activity that fosters learning and critical thinking skills, including direct teaching and the creation of instructional materials to be used in one's own teaching. Examples of direct teaching include lectures, workshops, small group facilitation, role modeling in any setting (such as ward attending), precepting, demonstration of procedural skills, facilitation of online courses and providing formative feedback to learners. Administrative responsibility for an educational activity (e.g., residency director; course director, clerkship director, leadership in graduate student education, etc.) should be considered part of the teaching effort and evaluation.

A. Excellence in teaching is defined by the following criteria:

1. Excellence in teaching, including teaching associated with community-engaged teaching, is demonstrated by a documented substantial teaching assignment with a major responsibility for (i.e., leadership role in) a teaching program. Description of the faculty member's major responsibility for a teaching program, should include concise descriptions of the frequency and duration of the responsibility, outcomes, and evaluations of those outcomes.

2. Reviews by recipients of the teaching efforts (e.g., students, residents, local community organizations, etc.) must reflect excellent teaching effectiveness.
3. Peer and supervisory reviews should document an excellent teaching performance.
4. At the time of tenure review, the individual must have an emerging regional/national recognition in an area of teaching that should be evidenced in extramural letters.
5. Additional evidence of excellence in other areas of educator activity may be considered. For example, receiving an award for teaching, engaging in structured mentoring or advising activities, developing new instructional or curricular materials, evidence of learning and critical thinking skills and participation in interdisciplinary teaching efforts, and being an author on a book chapter may all be considered. Descriptions of the quantity and quality of these educator activities should demonstrate excellence.
6. Promotion to Professor

For promotion to professor based on excellence in teaching, extra-university recognition in teaching, curriculum development, advising/mentoring, educational leadership/administration, or learner assessment must be demonstrated. Examples include participation in extramural educational initiatives (examples: election or appointment to regional or national committees involved with teaching, curriculum development, advising/mentoring, educational leadership/administration, or learner assessment; invitations as a visiting professor for teaching activity; convening/chairing a national or regional conference focused on education; invitations to critically appraise or evaluate an educational activity at another institution; participation in subspecialty board review or test development committee; invitation to be an accreditation [ACGME or LCME] site visitor). Extra-university recognition should be evidenced in extramural letters.

B. Proficiency in teaching is defined by the following criteria:

1. Proficiency in teaching, including teaching associated with community-engaged teaching, is best demonstrated by a documented teaching assignment and satisfactory supervisory, peer, and learner (e.g., students, residents, local community organizations, etc.) reviews of the documented teaching activities. This evidence should include the number of evaluations collected and should summarize the results, including recipient comments when available. Description of the faculty member's teaching responsibility should include concise descriptions of the frequency and duration of the responsibility, outcomes, and evaluations of those outcomes.
2. Additional evidence of proficiency in other areas of educator activity may be considered, for example engaging in structured mentoring or advising activities, developing new instructional or curricular materials, evidence of learning and participation in interdisciplinary teaching efforts.

III. Definition of Excellence and Proficiency in Service

Service includes clinical, non-clinical/community service, and service to research. Clinical service activities refer to direct patient care activities. Non-clinical/community service activities are defined local (intramural or extramural), regional or national service. To be considered for non-clinical/community service activities, these must involve medical and or basic science expertise or community health related activities. Examples may include but are not limited to participation in hospital, department or university committees/task forces, mentoring activities, work in furtherance of identified missions of the university (eg. anti-racism activities, administrative assignments related to clinical work (i.e., work that does not involve direct patient care, although work may benefit patients), service to local community, state advisory boards or state organizations, national and/or international

committees or organizations, editorial board membership or leadership in research study sections, etc.). Service to Research Activities refer to activities which support a research program(s) through administrative roles, core services or other activities that are integral to the success of the program. *All service activities including clinical service, non-clinical/community service and service to research can be combined to demonstrate excellence or proficiency in service.*

A. Excellence in clinical service activities is defined by the following criteria:

Excellence in clinical service is best demonstrated by a documented clinical assignment and a major responsibility for (i.e., leadership role in) a clinical program. The faculty member should have measurably and significantly improved the clinical program. Measures of improvement include but are not limited to obtaining funding support for the program through contracts, significantly increased clinical productivity; evidence of significantly increased clinical-service-related collaborative partnerships with the community; evidence of improved health care outcomes and/or equitable care, evidence of significantly increased cost effectiveness of the program (for example, improved clinic efficiencies); introduction of new technologies, methods or procedures that contribute to improved health care outcomes; or evidence of a significant contribution to improved public health.

B. Excellence in non-clinical/community service activities is defined by the following criteria:

1. Excellence in non-clinical/community service is best demonstrated by a documented non-clinical assignment and a major responsibility (i.e., leadership) for a non-clinical program role or multiple or consistent contributions key to programmatic success of non-clinical program(s). The individual should have measurably and significantly improved the non-clinical program. Measures of improvement include but are not limited to work in furtherance of identified missions of the university (e.g. development of anti-racism programs, successful revision of course materials and instructional methods to incorporate antiracism and social justice to content to transition curriculum to a post-racial framework and methodology, presentations for SOM social justice-antiracism forums), improved quality, quantity and/or outcomes of mentoring activities, improved community health care outcomes, documented improvements due to administrative assignments related to clinical work, development or implementation of policies or programs involving local, regional, national, and/or international organizations.
2. Significant non-departmental administrative assignments that serve a broader function in the School of Medicine or university (e.g., department chair, assistant, associate, or vice deans, etc.) should be included in the department promotion, tenure or periodic career review. Non-departmental administrative activities should be reviewed independently of the department review by the candidate's appropriate supervisor(s) and sent to the department for inclusion in its review.

C. Excellence in service to research is defined by the following criteria:

Excellence in service to research is best demonstrated by a documented service-to-research assignment and a major responsibility for (i.e., leadership role) in a clinical or non-clinical research program. The individual should have measurably and significantly improved the research program. Measures of improvement include but are not limited to a significant participation in obtaining funding for the program through contracts or grants, development of new research programs, or increased research productivity of the program including scientific presentations and nationally recognized (e.g., included in PubMed) peer-reviewed publications.

- D. Peer and supervisory reviews of the candidate's service must be obtained and should support the rating of excellence. Examples of recipients of the service include but are not limited to referring physicians, patients, community organizations, local, regional, or national organizations, mentees, research colleagues and collaborators.
- E. At the time of tenure review, the individual must have emerging regional/national recognition in a focused area of service that should be evidenced in extramural letters.

F. Promotion to Professor

For promotion to professor based on excellence in service, extra-university leadership must be demonstrated. Extra-university leadership can include regional, state and/or national leadership activities. The candidate must have extra-university recognition in a focused area of service that should be evidenced in extramural letters. *All service activities including clinical service, non-clinical/community service and service to research can be combined to demonstrate extra-university service.*

Examples of extra-university leadership in clinical and/or non-clinical/community service include but are not limited to: election to national committees, invitations as a visiting professor for clinical activity, participation in subspecialty board review or test development committee, invitation to be an accreditation [ACGME or LCME] site visitor or leadership in extra-university clinical or non-clinical/community initiatives, leadership roles in national forums, or invitations to speak nationally or internationally. With respect to participation in clinical trials, there should be evidence of an extra-university leadership role.

Examples of extra-university leadership in service to research include but are not limited to: leadership or critical participation on funded multi-site projects (regional, national, international), and participation in national grant reviews, study sections or editorial boards.

G. Proficiency in service is defined by the following criteria:

1. Proficiency in service requires a documented service assignment (clinical, non-clinical/community and/or service to research) and satisfactory peer and supervisory reviews of the service. Reviews by the recipients of the service must be obtained and document proficiency.
2. Significant non-departmental administrative assignments that serve a broader function in the School of Medicine or university (e.g., department chair, assistant, associate, or vice deans, etc.) should be included in the department promotion, tenure or periodic career review. Non-departmental administrative activities should be reviewed independently of the department review by the candidate's appropriate supervisor(s) and sent to the department for inclusion in its review
3. Examples or recipients of the service include but not limited to referring physicians, patients, community organizations, local, regional or national organizations, mentees, research colleagues.

IV. Definitions of Scholarship in the Areas of Research, Teaching and Service

A. Introduction

Scholarship is required of all probationary (pre-tenure) and tenured faculty for promotion in rank. Scholarship is defined herein as the creation of new knowledge and the dissemination and acceptance of it by peers. Tenure is awarded to those who have an independent, focused, self-sustaining program of scholarship or a leadership role in a focused, self-sustaining program of collaborative scholarship. In any given area, the requirements for scholarship exceed those for proficiency in that the scholar plays a pivotal role in the creation of new knowledge and assumes primary responsibility for its dissemination. Scholarship need only be demonstrated in one area for tenure and/or promotion on tenure track.

B. Definitions of scholarship

1. Scholarship in research, including community-engaged scholarship, requires:
 - a. innovations in research including community-engaged scholarship (discovery of new findings or application of existing findings in a new way);
 - b. documentation of peer acceptance of research scholarship through peer-reviewed publications;
 - c. extramural research funding;
 - d. presentation of research findings, on average annually, at national forums;
 - e. for tenure review: an emerging regional/national recognition in a focused area of research expertise that is evidenced in extramural letters; and
 - f. for promotion to professor: a national/international recognition in a focused area of research expertise that is demonstrated by such evidence as leadership roles in national forums, consultations such as being an editor or invitations to speak. The national/international recognition should be evidenced in extramural letters.
2. Scholarship in teaching requires:
 - a. innovations in teaching (development of new methodologies or application of existing methodologies in a new way which may include community-engaged teaching innovations, curriculum, student advising/mentoring, leadership/administration, or student assessment);
 - b. documentation of peer acceptance of scholarship through peer-review publications in the area of scholarship of teaching and adult learning;
 - c. intramural or extramural funding for teaching initiatives or extramural funding for research efforts;
 - d. presentation of instructional innovations/findings, on average annually, at national forums;
 - e. for tenure review: an emerging regional/national recognition in a focused area of teaching expertise that is evidenced in extramural letters; and

- f. for promotion to professor: a national/international recognition in a focused area of teaching expertise that is demonstrated by such evidence as leadership roles in national forums, consultations such as being an editor or reviewer, or invitations to speak. The national/international recognition should be evidenced in extramural letters.
3. Scholarship in service requires:
- a. innovations in service (development of new protocols, new clinical, non-clinical/community or service to research programs or the expansion of existing programs);
 - b. documentation of peer acceptance of scholarship through peer-review publications in any area of service;
 - c. extramurally funded clinical initiatives, non-clinical/community initiatives, or service to research efforts;
 - d. presentation of innovations/findings, on average annually, in a national forums;
 - e. for tenure review: emerging regional/national recognition in a focused area of service expertise that is evidenced in extramural letters; and
 - f. for promotion to professor: established national/international recognition in a focused area of service expertise that is evidenced in extramural letters

V. Definitions of Scholarly Activity

A. Introduction

Scholarly activity must be demonstrated regularly (i.e., on average annually) for a satisfactory periodic career review for tenured faculty and is also required for promotion of non-tenurable faculty to the rank of associate professor or professor. Scholarly activity is defined herein as those activities in which faculty take a scholarly approach to education, service, and/or research activities. These occur when faculty systematically design, implement, access or redesign educational, service, or research activities, drawing from the scientific literature and “best practices” in the field. Documentation describes how the activity was informed by the literature and/or best practices.

Scholarly activities that occur over more than a single year (12-month period) may be counted more than once if there is significant on-going or new effort that takes place in each year (e.g., development of a curriculum in one year, analysis of outcomes/impact data in another). Repeating the same lecture or set of lectures without documentation of on-going evidence or evaluation-based revision would not be considered a multi-year scholarly activity.

Multiple faculty members with involvement in a single scholarly activity may receive credit for the activity provided the individual faculty member can provide documentation of substantial contribution to the activity.

B. Examples of scholarly activity include but are not limited to the following:

1. Scholarship as defined in Appendix A.IV
2. Substantial contribution to a local or national clinical trial (patient recruitments, data collection, other documentable contributions that are important but do not result in authorship)
3. Service as a board reviewer or writing board review questions

4. Active service on a regional or national committee or a board related to clinical care, non-clinical/community service, education, or research
5. Intramural or extramural funding for a clinical, non-clinical/community or educational project
6. Leadership role in a local, regional, or national conference or in a multidisciplinary intramural conference on education or clinical care
7. Evidence-based development or revision of organizational policy
8. Poster or oral presentation at a local, regional, or national meeting
9. Incorporation of new teaching technology or an evidence-based educational module into a curriculum
10. Leadership or substantial role in a quality improvement project that documents effectiveness or leads to improved processes, clinical care, or outcomes
11. Leadership role in the development or revision of evidence-based clinical practice procedures, guidelines, or treatment algorithms (e.g., order sets)
12. Evidence-based consultation to public officials at community, regional, state, or national venues
13. Leadership or substantial contribution to diversity, equity, inclusion initiatives related to healthcare education, healthcare access or improved healthcare outcomes, development of curricula, programs, or policies within the university or community organizations.

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Appendix B

Procedures for Tenure, Promotion, and Periodic Career Review

(These procedures are subject to the *Redbook* and in the event of any discrepancy, the *Redbook* supersedes)

I. Access to Documentation

In all considerations of appointment, promotion, tenure and periodic career reviews, the personnel documents pertaining to the faculty member under consideration including a current curriculum vitae, personal statement, letters of recommendation, teaching evaluations, reprints of articles, and documentation of other forms of scholarship when appropriate, must be available for review by the voting faculty at least 48 hours preceding the vote on the personnel action.

II. Procedures Regarding Probationary Faculty Members

A. Mid-tenure Review

1. In addition to the annual review, each probationary faculty member shall receive an evaluation in writing at the mid-point of his or her probationary period. This mid-tenure review summarizes achievement in the areas of their work assignments and indicates whether or not progress toward tenure is satisfactory.
2. The mid-tenure review shall be conducted at the same level of rigor and by the same process as in a tenure review, except that extramural evaluations shall not be required. The results of the departmental mid-tenure review shall be forwarded to the dean for approval.
3. These evaluations shall be made available to the Promotion, Appointment and Tenure Committee at the time when the faculty member is being reviewed for tenure.

B. Requests for Early Tenure

Only one request for evaluation for early tenure may be made.

C. Evaluation for Tenure

1. Each faculty member eligible for tenure must be evaluated by the School of Medicine Promotion, Appointment and Tenure Committee before the end of twelve months after five years of service applied to tenure unless an extension of probationary status has been previously granted.
2. Faculty members on probationary status shall be affected by any amendments to or change in the criteria for tenure subsequent to their appointment. In such evaluation, appropriate consideration must be given to the amount of time remaining in their probationary period when the change becomes effective.
3. Evaluation shall originate in the department in which the faculty member has primary appointment. The recommendations of the faculty and of the chair shall be forwarded to the School of Medicine Promotion, Appointment and Tenure Committee for its recommendation to the dean, who shall make a recommendation to the provost. For faculty with joint appointments, the recommendations of the non-primary appointment faculty and chair shall also be forwarded to the SOM PAT committee.

III. Protocols for Promotion and Tenure Processes at the Departmental Level

A. Consideration by the Departmental Faculty

1. All recommendations for new appointments, promotions, tenure, or periodic career review shall originate in the department and require appropriate consideration by the appropriate executive faculty of the department. Deliberations may occur either (a) within a departmental committee comprised of eligible executive faculty or (b) by all of the department's eligible executive faculty. Eligible executive faculty may vote as follows:
 - a. Tenured faculty members of the department shall make recommendations on matters of tenure.
 - b. Tenured and non-tenured professors of the department shall make recommendations on promotions to professor and periodic career review of professors.
 - c. Tenured and non-tenured professors and associate professors of the department shall make recommendations for promotion to associate professor and periodic career review of associate professors.
 - d. The entire executive faculty of the department shall make recommendations for new appointments of probationary and tenured faculty members, and for promotions of Instructors to Assistant Professors, and for faculty who are being considered for a change from term track to probationary track appointments.
2. The decision of the appropriate committee as specified above, made by anonymous secret ballot, shall be the departmental recommendation. Similar consideration shall be sought from other departmental executive faculty with their opinion also obtained by anonymous secret ballot. If vote not taken by ballots collected at departmental meeting, an electronic ballot or anonymous mail ballot may be used with responses collected over a minimum of one week.
3. The department chair (or designee) shall be responsible for making all essential arrangements for meetings of such committees. These arrangements shall include:
 - a. Notifying the candidate of the nature of the materials to be assembled and furnished to the committee and of the date when the documentation is required. The notification shall include the statement that candidates for promotion or tenure may add information or documents for reconsideration by previous levels of evaluation before the file is forwarded to the Office of the Provost and may examine any substantive material in the file at any time prior to receipt by the Office of the Provost, but shall not be informed of the identity of the evaluators.
 - b. Compiling all annual work assignments and annual evaluations for the file.
 - c. Requesting and receiving all intramural or extramural reviews for promotion and/or tenure and preparing a copy of each for use by the candidate after deletion of all identifying items.
 - d. Notifying members of the appropriate committee of the date, time and place of the meeting, with provision of at least 48 hours for all members to study the documents in the candidate's file.
 - e. Providing to the committee the criteria by which candidates are to be evaluated.
 - f. Assembling the committee at the proper time for confidential discussion of the

candidate's qualifications, which shall include any evidence concerning professionalism as well as any supporting materials that the candidate cares to submit.

- g. Ensuring that the voting records of each meeting are maintained by the department and shall include the names of faculty eligible to vote, the names of those voting and the results of the vote.

B. Consideration by the Chair

The chair shall prepare a separate evaluation and recommendation that shall be included in the candidate's promotion file. This letter must include comments on extramural evaluations.

C. Compilation of the Promotion/Tenure File

1. The promotion/tenure file shall include all documentary materials employed in the evaluation of the candidate including a copy of the criteria used for evaluation, the recommendations of the department and the chair, and the annual work plans for the candidate covering the period under review. The file shall be compiled with the cooperation of the faculty member.
2. The contents of the promotion/tenure file are the basis for evaluation at all succeeding levels of review and must be considered confidential.
3. Recommendations and any other material added shall become part of the file, as will annual work plans and reviews and the mid-tenure review, if applicable. The faculty member may examine any substantive material in the tenure file but shall not be informed of the identity of evaluators.
4. The faculty member may add newly available material evidence for reconsideration by the previous evaluators or rebuttals before the file is forwarded to the provost. The evidence in this file shall be reviewed according to the procedures specified in *The Redbook* in the Minimum Guidelines and this personnel document.

IV. Protocols for Consideration by the SOM Promotion, Appointment and Tenure Committee

A. Responsibilities of the SOM PAT Committee

1. All recommendations for appointment or promotion to associate professor or professor, tenure, or periodic career review transmitted to the dean are forwarded to the SOM Promotion, Appointment and Tenure Committee for review and recommendation.
2. It is the responsibility of this committee to examine each recommendation for consistency with departmental guidelines and current School of Medicine policies on promotion, appointment, tenure and periodic career review.

B. Response to Disagreements Between Levels of Review

1. When any disagreement concerning promotion, tenure, or periodic career review occurs between the recommendations of the departmental faculty and the department chair; the SOM PAT Committee and/or the departmental faculty and the department chair; and the SOM PAT Committee and the dean; the succeeding review authority (i.e., the department chair; PAT Committee; and dean; respectively) must send a written statement of the reasons for this differing recommendation to the faculty member and to the prior reviewing authority (i.e., departmental faculty; departmental faculty and/or the department chair; and Promotion, Appointment, and Tenure Committee; respectively), each of whom shall have opportunity within 30 days of notification to comment in writing prior to the forwarding of any

recommendation to the succeeding level of review. The SOM PAT Committee may also allow the department chair to attend a subsequent committee meeting to address an unsatisfactory recommendation at the next scheduled PAT committee meeting.

2. The committee's recommendation is transmitted to the dean who is responsible for preparing the unit recommendation. A requires notification of faculty by certified mail of a negative recommendation on promotion or tenure by the appropriate vice president, dean or department chair, to allow the candidate to request a hearing before a grievance committee. In tenure cases, if the dean or chair makes a negative recommendation, the faculty member under review has ten days following notification by certified mail within which to file with the appropriate grievance committee.

C. Termination of a Review for Promotion or Early Award of Tenure

Once initiated at the departmental level, the process of review for promotion or early award of tenure shall proceed through the levels described unless the candidate requests in writing that the proceedings be halted.

V. Extramural and Intramural Evaluations

A. Required Evaluations

1. Four extramural evaluations are required for each promotion and/or tenure review of probationary faculty.
2. For promotion to associate professor of term track clinical faculty (i.e., those whose work assignment is primarily clinical service or teaching) four intramural letters may take their place.
3. Letters of reference are not required for periodic career reviews.

B. Qualifications of Acceptable Evaluators

1. The relationship of external evaluators to the university and the candidate must be clearly stated in the chair's evaluation along with certification of the professional expertise and objectivity. Unacceptable as evaluators are those with collaborative relationships with the faculty member being reviewed within the past five years and former mentors (graduate or post-graduate supervisors). Additional letters from mentors may be included in the file if clearly indicated as such. Former U of L faculty members must have been absent from the University for a period of five years to be acceptable as extramural evaluators.
2. Each candidate will be given the opportunity to suggest names of extramural and intramural evaluators. The candidate will suggest to the chair of the department a list of six M.D., Ph.D., Ed.D., D.D.S. or J.D. (or equivalent terminal degree) evaluators. For tenure reviews or promotions of tenured faculty, the evaluators must hold faculty appointments at other universities at or above the rank for which the candidate is being considered or be in an equivalent non-academic position. The evaluators must be well established in the candidate's field and qualified to assess the quality of the candidate's contributions to the field. The department chair will review the appropriateness of the evaluators. The department chair may utilize these evaluators or strike names for cause (must be provided in writing and included in the promotion file) and enlist evaluators of his/her own choosing. The candidate will have the right to strike names from the chair's list for cause (must be provided in

writing). To ensure impartiality, disputes arising from this process will be decided by the dean.

C. Communication with Evaluators

1. The chair will solicit letters of evaluation and will collect them. Requests for evaluations shall specify the average annual work plan for the time period under review and specify that the areas in the work plan (research, scholarship, service and/or teaching) are the area(s) to be reviewed.
2. Comments regarding the quality of the work under review shall be solicited (*Redbook's* Minimum Guidelines for Faculty Personnel Reviews). Evaluators will be asked to comment on whether excellence has been demonstrated in the major or designated area of the work plan and proficiency has been demonstrated in all other assigned areas of the work plan. In the case of tenure reviews and promotion to professor of untenured faculty, they will be asked to comment on the quality of the candidate's scholarship.
3. The candidate's CV, personal statement, teaching evaluations, clinical evaluations and if applicable, copies of the published peer-reviewed journal articles designated by the candidate as the most significant publications during his/her period of review will be provided to the evaluators.
4. The candidate shall be provided an opportunity to respond in writing to the evaluation(s), and this response must be included in the review materials prior to consideration of the evaluation by any reviewing body, including the departmental committee.

As recommended by School of Medicine Medical Council: November 20, 2000

As recommended by School of Medicine Faculty Forum: February 14, 2001

As recommended by School of Medicine Executive Faculty: July 30, 2001

As recommended by School of Medicine Faculty Forum: November 14, 2001

Approved by School of Medicine Executive Faculty: January 23, 2002

Reviewed by Faculty Senate Redbook Committee: February 28, 2002

Approved by the Board of Trustees: April 22, 2002

Revisions approved by School of Medicine PAT Committee: April 16, 2008

Revisions approved by School of Medicine Rules Policies Credentials Committee: April 24, 2008

Revisions approved by School of Medicine Faculty Forum: May 14, 2008

Revisions approved by School of Medicine PAT Committee: May 21, 2008

Revisions approved by School of Medicine Executive Faculty: August 7, 2008

Revisions approved by the Board of Trustees: December 17, 2008

Revisions approved by School of Medicine PAT Committee: April 15, 2015

Revisions approved by School of Medicine Faculty Forum: May 13, 2015

Revisions approved by School of Medicine Rules Policies Credentials Committee: May 15, 2015

Revisions approved by School of Medicine Executive Faculty: June 15, 2015

Revisions approved by Faculty Senate: March 2, 2016

Revisions approved by the Board of Trustees: September 15, 2017

Revisions approved by School of Medicine Executive Faculty: January 6, 2022

Revisions approved by Faculty Senate: May 4, 2022

Revisions approved by the Board of Trustees: June 23, 2022

Revisions approved by School of Medicine Executive Faculty: January 13, 2023

Revisions approved by Faculty Senate: March 1, 2023

Revisions approved by the Board of Trustees: June 22, 2023

Appendix C
SCHOOL OF MEDICINE POLICY FOR FACULTY
ANNUAL PERFORMANCE REVIEWS

- A. Annual reviews aim to enhance the quality of the faculty by recognizing and rewarding performance in terms of the department's and the unit's goals and objectives. Annual performance reviews should reflect the same values as promotional and other career reviews, if applicable. They should document yearly progress toward promotion and/or tenure or satisfactory periodic career review. Annual Performance Reviews shall be part of a promotion, tenure or periodic career reviews, but do not make up the entirety of requirements for a successful promotion or tenure review, or a satisfactory periodic career review (SOM Personnel Document III.A.2).
- B. Annual reviews shall provide qualitative and quantitative feedback on performance in each category (teaching, research and service) of the work assignment for the year under review. This document establishes the processes for awarding salary increases based on annual performance and for appealing an annual review and shall be consistent with the *Redbook*.

1. Each faculty member, in conjunction with the departmental chair or his/her designee, shall develop an appropriate Annual Work Plan for the upcoming calendar year. The written Annual Work Plan must be approved by the chair and the Dean of the School of Medicine. These work plans shall specify the work assignment, percentage efforts, and requirements in each category (teaching, research and service) and provide a basis for the subsequent annual performance evaluations.

The Annual Work Plan for probationary (pre-tenure) faculty must contain provisions for demonstrating broad proficiency in all three categories (teaching, research and service) and demonstrating excellence in the category of major work assignment. The Annual Work Plan must provide at least 20% work assignment in research for probationary appointments.

2. Any revisions of this document which have final approval from the university by December 31 may be used as the basis for faculty performance evaluations for the next year.
3. Department chairs or designee(s) will perform the annual performance review in accordance with the *Redbook*.
 - a) At the beginning of each year, each faculty member will be provided an opportunity to present documentation of performance and effort relative to their Annual Work Plan of the preceding calendar year.
 - b) The performance evaluation shall characterize an individual faculty member's performance and should be based on the Annual Work Plan and meeting requirements described in the Annual Work Plan on a sliding scale defined by the following terms: outstanding, exceeds requirements, meets requirements, or unsatisfactory in each category of the work assignment (service, research, and teaching). The definition of each term is defined below. Rating scores can be given in half point intervals (0, 0.5, 1, 1.5, 2, 2.5, 3). At the discretion of the chair, quantitative measures may be used to determine performance evaluation ratings.

Performance Evaluation Term	Rating Score	Definition
Outstanding	3	The faculty member not only exceeds requirements, but also provides evidence of performing in a way that distinguishes them from their colleagues. In order to earn this level of performance the faculty member must show evidence of exceptional performance in areas of the work assignment that warrant the highest level of evaluation. This level of evaluation is reserved for the highest performing faculty.
Exceeds Requirements	2	The faculty member not only meets but exceeds requirements defined in the expectation section of the annual work plan. In order to receive this level of performance the faculty member must show evidence of going above and beyond the requirements in that category of the annual work plan.
Meets Requirements	1	Meets all requirements as defined in the expectation section of the annual work plan.
Unsatisfactory	< 1	An unsatisfactory performance rating indicates that the faculty member has not met the minimum requirements assigned in that category of work assignment.

- c) The department chairperson is responsible for reviewing and approving the performance evaluations made by the departmental review body. Each faculty member employed on December 31st of the review year in the School of Medicine will receive an annual written performance evaluation including recommendations for improvement, if necessary, from the departmental chair by March 1. Receipt of the evaluation is considered the date sent via university email.
- d) The annual performance review must indicate the area of excellence for promotion and how the faculty member is performing to meet a satisfactory promotion, tenure or periodic career review
- e) In calculating the final composite evaluation score, the percentage efforts on the Annual Work Plan must be taken into consideration (i.e., used as a weighting factor).

An example calculation for a “Faculty X” with 30% Teaching, 50% Research and 20% Service assignment may be as:

Annual Work Plan Category	Annual Work Plan Assignment %	Rating	Composite Evaluation Score
Teaching	30	2	60
Research	50	2.5	125
Service	20	1	20
		TOTAL	205

The Composite Score calculation will equate to the Overall Performance Rating for the annual evaluation:

Composite Evaluation Score	Overall Performance Rating
250 - 300	Outstanding
175 - 249	Exceeds Requirements
100 - 174	Meets Requirements
0 - 99	Unsatisfactory

- f) An “Unsatisfactory” in any one area of the annual performance review or an “Unsatisfactory” overall performance rating will require a performance improvement plan addressing the area(s) of concern, thus giving the faculty member an opportunity to improve to a “Meets Requirements” rating or higher on the next annual performance review. Should a faculty member fail to improve to a “Meets Requirements” rating or higher in the same area of the work plan or in the overall performance rating, such faculty member may be subject to further review or disciplinary action up to and including termination as defined by the *Redbook*.
4. There are three levels of appeals of an annual performance evaluation possible including:
- Each faculty member shall be given opportunity to respond to their performance evaluation so that adjustments may be made before the evaluation is finalized and submitted to the Dean’s office (See SOM Annual Performance Review Calendar)
 - After the evaluation is finalized by the chair and submitted to the Dean’s office, an appeal may be made to the School of Medicine Performance Criteria and Policy Committee who will make recommendations to the Dean.
 - Throughout this process, a faculty member retains the right to pursue a grievance through the *Redbook*.

5. On behalf of the unit, the chair of the department shall be responsible for maintaining copies of the annual reviews. Individual faculty members shall be responsible for maintaining the documentary evidence supporting each annual review through the next tenure, promotion or periodic career review.
 6. Annual Performance Reviews shall be part of a promotion, tenure or periodic career reviews, but do not make up the entirety of requirements for a successful promotion or tenure review, or a satisfactory periodic career review. However, the annual performance review should make note on how the faculty are performing to meet requirements for their next promotion, tenure or periodic career review.
- C. Decisions regarding amount and distribution of performance-based salary increases, when available, will be made by the Dean or designee, and the following additional rules should apply:
1. An overall performance rating of “Unsatisfactory” indicates that the faculty member has not met the minimum departmental criteria in their work assignment and will not be eligible for a performance-based salary increase that year.
 2. For those faculty eligible for performance based salary increases, the annual performance evaluation will be used along with the previous two annual evaluations for an average of a three-year time period of performance evaluations (or the time period the individual has been a faculty member of the University if less than three years) as the basis for the award of performance-based salary increases, unless the most recent annual review had an overall performance rating of unsatisfactory (See Section C.1 of this document).
 3. Based on criteria set forth in this document, only the faculty whose overall performance is judged to be meets requirements or above may receive a performance-based salary increase.
 4. The Dean shall report annually to the faculty and to the Executive Vice President and University Provost the frequency distribution of the percentage performance-based salary increases received by all faculty members in the unit and a description of the evaluation system used to arrive at such performance-based salary increases.
- D. This document supersedes any and all previous documents regarding the subject matter described herein in the School of Medicine, including but not limited to any and all departmental or divisional documents. Additionally, this document is intended to comply with the *Redbook* and incorporates by reference applicable provisions. In the event of any inconsistency, the applicable provision of the *Redbook* shall control.

SCHOOL OF MEDICINE CALENDAR
FOR ANNUAL PERFORMANCE EVALUATIONS

The schedule of annual performance evaluations is as follows:

Work assignments will be for the calendar year January 1 through December 31, although significant changes can result in modified assignments mid-year. Performance evaluations are for the calendar year January 1 through December 31.

January 15	Performance data from faculty for the previous calendar year are provided by the faculty member to the department.
March 1	Performance evaluations of all faculty will be completed by the Department and provided to each faculty member by the Chair.
March 8	Any disputes with the evaluation must be forwarded by faculty in writing to the Chair.
April 1	The Chair must evaluate all disputes and notify faculty member of their decision. All final performance evaluations are sent to the Dean or designee. If needed, a Performance Improvement Plan is developed and given to the faculty member.
April 15	If the faculty member is not satisfied and wants to pursue further review, they may forward their concerns to the Faculty Affairs office and request a review by the School of Medicine Performance Criteria and Policy Committee.
May 15 or as soon as practical	The SOM Performance Criteria and Policy Committee will review all disputes requested by faculty member(s) and make a recommendation to the Dean.
May 31 or as soon as practical	Dean makes a final decision regarding recommendations received from the School of Medicine Performance Criteria and Policy committee and notifies faculty member and chair of final decision.

Approved by School of Medicine PCEW* Committee: June 21, 2001
 Approved by School of Medicine Faculty Forum: June 12, 2002
 Approved by School of Medicine Executive Faculty: November 20, 2002
 Recommended Changes by Faculty Senate Redbook Committee: February 25, 2003
 Approved by School of Medicine PCEW Committee: April 21, 2003
 Approved by School of Medicine Faculty Forum: May 14, 2003
 Approved by the Board of Trustees: September 11, 2003
 Approved by School of Medicine Executive Faculty: January 6, 2022
 Approved by Faculty Senate: May 4, 2022
 Approved by the Board of Trustees: June 23, 2022

*Promotion Criteria and Economic Welfare (PCEW) Committee

RECOMMENDATION TO THE BOARD OF TRUSTEES
CONCERNING THE CREATION OF THE
GRADUATE CERTIFICATE IN HEALTHCARE SYSTEMS ENGINEERING

Academic and Student Affairs Committee – June 22, 2023
Board of Trustees – June 22, 2023

RECOMMENDATION:

The President recommends that the Board of Trustees approve the creation of the Graduate Certificate in Healthcare Systems Engineering effective Fall 2023.

BACKGROUND:

The Dean of the JB Speed School of Engineering recommends the creation of the Graduate Certificate in Healthcare Systems Engineering. This is a 9-credit-hour certificate program offered both face-to-face and online.

The purpose of this certificate is to provide a focused study of industrial engineering skills and methods as applied to healthcare delivery systems and processes. Students who complete the certificate program will acquire skills in healthcare engineering, quality of care, patient safety, health IT, clinician support, healthcare analytics, and data visualization. The relationship of this proposed program is complementary to the general field of industrial engineering by offering a focused program of study in the healthcare domain. Conversely, this program offers healthcare professionals an opportunity to acquire industrial engineering skills as applied to health care delivery and process improvement.

The intended audience for this certificate program is our current students in the Department of Industrial Engineering, the UofL Schools of Medicine, Nursing, and Public Health and Information Sciences, and healthcare professionals currently working at local healthcare institutions (e.g., UofL Health, Norton, Baptist, Humana) as well as outside of Louisville.

The Faculty Senate recommended the creation of the Graduate Certificate in Healthcare Systems Engineering at their meeting on May 3, 2023. The certificate is considered a short-term credential and approval of the proposal by the Kentucky Council on Postsecondary Education is not required. The Executive Vice President/University Provost joins the President in making this recommendation.

COMMITTEE ACTION:

Passed X
Did Not Pass _____
Other _____


Signature on file _____
Assistant Secretary

BOARD ACTION:

Passed X
Did Not Pass _____
Other _____


Signature on file _____
Assistant Secretary

RECOMMENDATION TO THE BOARD OF TRUSTEES
CONCERNING THE CREATION OF THE
GRADUATE CERTIFICATE IN THE BUSINESS OF HEALTHCARE

Academic and Student Affairs Committee – June 22, 2023
Board of Trustees – June 22, 2023

RECOMMENDATION:

The President recommends that the Board of Trustees approve the creation of the Graduate Certificate in the Business of Healthcare effective Spring 2024.

BACKGROUND:

The Dean of the College of Business recommends the creation of the Graduate Certificate in the Business of Healthcare. This is a 9-credit-hour certificate program offered 100% online.

This certificate will train professional care providers with the knowledge and skills necessary to take on management roles in health systems or practices and will prepare MBA students to enter the health care industry. This certificate will cover topics such as health economics, health strategy, accounting and finance, population health, conflict management, building service lines, and health operations. Certificate courses will be offered in an online, asynchronous, five-week format. Initially, the courses will be offered during the spring semester of each year. This allows for those who are in the MBA program to earn a certificate in the business of healthcare as part of their MBA electives. People may also take the certificate independent of the MBA or may take the certificate and then use certificate classes as their MBA electives.

The Faculty Senate recommended the creation of the Graduate Certificate in the Business of Healthcare at their meeting on May 3, 2023. The certificate is considered a short-term credential and approval of the proposal by the Kentucky Council on Postsecondary Education is not required. The Executive Vice President/University Provost joins the President in making this recommendation.

COMMITTEE ACTION:

Passed X

Did Not Pass _____

Other _____

 ls
Signature on file
Assistant Secretary

BOARD ACTION:

Passed X

Did Not Pass _____

Other _____

 ls
Signature on file
Assistant Secretary

RECOMMENDATION TO THE BOARD OF TRUSTEES
CONCERNING THE CREATION OF THE
UNDERGRADUATE CERTIFICATE IN CONSTRUCTION OPERATIONS

Academic and Student Affairs Committee – June 22, 2023
Board of Trustees – June 22, 2023

RECOMMENDATION:

The President recommends that the Board of Trustees approve the creation of the Undergraduate Certificate in Construction Operations effective fall 2023.

BACKGROUND:

The Dean of the Speed School of Engineering recommends the creation of the Construction Operations Undergraduate Certificate program in the Civil and Environmental Engineering Department. The proposed program requires students to complete twelve credit hours of courses that are already being taught within the department, so it will not require new resources or faculty.

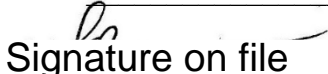
With the passing of the Bipartisan Infrastructure Law (Infrastructure Investment and Jobs Act), there is a tremendous demand for civil engineers who help to design and build our infrastructure and to assure the competitiveness of the United States. Traditional civil engineering program content covers sub-disciplines of structural engineering, geotechnical engineering, transportation engineering, water resources/environmental, and construction. The civil engineering degree program provided by our department covers the first four areas, while “construction” is the only missing element. Considering one-third to one-half of our undergraduate students complete their required co-ops with construction companies and receive permanent job offers in construction upon their graduation, offering a certificate program in construction operations will not only provide these students with needed skillsets and knowledge to be better prepared for future challenges, but also a proof of this education for potential employers.

Currently, none of the Kentucky universities provides such a construction related certificate program for students in civil engineering. Some universities provide degree in Construction Management Technology, which is not an engineering degree and would not allow graduates to achieve Professional Engineering licensure. Providing a certificate in construction operations for civil engineering students will help to expand their professional engineering career paths and provide more/better opportunities for leadership roles in construction companies.

The Faculty Senate recommended the creation of the Undergraduate Certificate in Construction Operations at their meeting on June 7, 2023. The Executive Vice President/University Provost joins the President in making this recommendation.

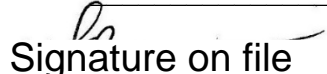
COMMITTEE ACTION:

Passed X
Did Not Pass _____
Other _____


Signature on file _____
Assistant Secretary

BOARD ACTION:

Passed X
Did Not Pass _____
Other _____


Signature on file _____
Assistant Secretary

RECOMMENDATION TO BOARD OF TRUSTEES REGARDING PERSONNEL MATTERS

Academic and Student Affairs Committee – June 22, 2023

Board of Trustees – June 22, 2023

The President recommends that the following personnel recommendations be approved by the Board of Trustees.

Arts and Sciences

Dayna Touron, PhD, Syracuse University; appointment as Professor (Tenured) of Psychological and Brain Sciences and Dean of the College of Arts and Sciences, July 1, 2023.

Notable Accomplishments:

As an Associate Dean for 6 years in the College of Arts and Sciences at the University of North Carolina at Greensboro, Dr. Touron brings a wealth of experience in budget planning, student enrollment and curriculum, strategic planning, and advancement. She has a strong grounding as a teacher-scholar with a productive research profile, having published close to 50 empirical and theoretical papers in peer-reviewed academic journals. A fellow of the Psychonomic Society and currently an Associate Editor at Experimental Aging Research, she also serves on the Editorial Board for the American Psychological Association's Journal of Experimental Psychology. To date, she has been awarded over \$2 million in external grant funding.

Selection Process:

National search using the search firm, R. William Funk and Associates.

Salary Data:

Incumbent base salary:	\$ 102,470
Incumbent supplement:	\$ 207,000
Incumbent total:	\$ 309,470

Proposed base salary:	\$ 130,000
Proposed supplement:	\$ 190,000
Proposed total:	\$ 320,000

Budget impact:	\$ 10,530
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Median benchmark comparison:	\$ 355,500
Benchmark position title:	Dean, Arts and Sciences
Benchmark source:	CUPA-HR Administrators in Higher Education Doctoral Institutions by Total Expense Quartile, Quartile 4
Year of benchmark data:	2021-2022
Benchmark data number of incumbents:	126
Benchmark data number of institutions:	118

Shona Tucker, MFA, New York University; appointment as Professor (Tenured) and Department Chair of Theatre Arts, July 1, 2023.

Notable Accomplishments:

Professor Tucker has been Chair at Vassar College since 2017 and full Professor since 2020. As Department Chair, she has creatively worked with a challenging budget, increased endowments, developed new funding opportunities for donors, and managed facilities crises. She has an extensive career of over 34 years as an actor and director in film, television and in prestigious local, regional, and national venues such as Actor's Theatre of Louisville, the Yale Repertory Theatre, the Oregon Shakespeare Festival, the Sundance Institute, and most recently the Hudson Theatre on New York City's Broadway. She is a leader in Black theatre and will raise the stature of the Department's African American Theatre Program and Graduate Certificate in African American Theatre. As Chair, she obtained significant grants exceeding \$100,000 to develop students' learning and to enrich student experiences at Vassar College.

Selection Process:

Job ad/Search Committee

Salary Data:

Incumbent base salary:	\$ 126,519
Incumbent supplement:	\$ 10,000
Incumbent supplement:	\$ 28,125
Incumbent total:	\$ 164,644

Proposed base salary:	\$ 125,000
Proposed supplement:	\$ 10,000
Proposed supplement:	\$ 27,787
Proposed total:	\$ 162,787

Budget impact: \$ 1,857 savings

Median benchmark comparison:	\$ 128,810.00
Benchmark position title:	Professor
Benchmark source:	Oklahoma State University Faculty Salary Survey
Year of benchmark data:	2019-2020
Benchmark data number of incumbents:	2
Benchmark data number of institutions:	2

Dentistry

Khalid Al Hezaimi, BDS, King Saud University (Saudi Arabia); appointment as Professor (Tenured) of Diagnosis and Oral Health, and additional appointment as Director of Clinical Research for the Advanced Education Programs, August 1, 2023.

Notable Accomplishments:

Dr. Khalid Al Hezaimi completed his Bachelor of Dental Surgery (BDS) in 1999 at King Saud University, Saudi Arabia. He then completed a Master of Science Degree from Tuft's University in 2008. Dr. Al Hezaimi is double Board Certified in Periodontics and Endodontics. He is a member of the American Association of Endodontics, the College of Diplomates of the American Board of Endodontics, the American Academy of Periodontology, the American Board of Periodontology, the American Dental Association, and the Regenerative Endodontics Committee, American Association of Endodontics. Dr. Al Hezaimi has held faculty appointments at the University of Southern California School of Dentistry, Loma Linda University, Riyadh Elm University, and King Saud University. He has held a variety of administrative appointments and has won a multitude of both teaching and research awards. In addition, he has over 100 published articles, chapters, and abstracts and has been awarded over a million dollars in grant funding.

Selection Process:

Job posted, applicants reviewed. Dr. Al Hezaimi emerged as the preferred candidate.

Salary Data:

Proposed base salary:	\$ 150,000
Proposed supplement:	\$ 10,000
Proposed supplement:	\$ 12,000
Proposed total:	\$ 172,000

Median benchmark comparison:	\$ 188,725
Benchmark position title:	Professor, Tenured
Benchmark source:	American Dental Education Association
Year of benchmark data:	2021-2022
Benchmark data number of incumbents:	7
Benchmark data number of institutions:	19

Gill Diamond, PhD, Professor (Term) of Oral Immunology and Infectious Diseases; change of appointment to Professor (Tenured), July 1, 2023.

Notable Accomplishments:

Dr. Diamond received his B.A. in Biochemistry from the University of Pennsylvania, his M.Sc., and Ph.D. in Genetics from Hebrew University in Jerusalem. He is Board Certified in Clinical Molecular Genetics by the American Board of Medical Genetics. Dr. Diamond has held Faculty Appointments at UMDNJ-New Jersey Medical and Dental Schools, and the University of Florida. Since 2023, Dr. Gill Diamond is the Director of Graduate Programs for the University of Louisville School of Dentistry. Dr. Diamond has won numerous awards in research, leadership, and academics including most recently a Certificate from University of Louisville Leadership and Innovation in Academic Medicine and Research Recognition Award from the University of Louisville. He has over 50 refereed publications as well as many manuscripts, abstracts, editorials, book chapters, and reviews. In addition, Dr. Diamond has received well over a million dollars in grant funding. He is currently the Vice President, Kentucky Chapter, of the American Association for Dental, Oral, and Craniofacial Research (AADOCR) and holds memberships in the American Association for the Advancement of Science, the American Association of Immunologists, the American Society of Microbiology, the International Association of Dental Research, and the Kentucky Academy of Science.

Salary Data:

Current base salary: \$158,306
Current total: \$158,306

Proposed base salary: \$158,306
Proposed total: \$158,306

Budget impact: none (no change)

Median benchmark comparison: \$170,473
Benchmark position title: Professor, Tenured – Research
Benchmark source: ADEA Faculty Compensation Survey
Year of benchmark data: 2021-2022
Benchmark data number of incumbents: 31
Benchmark data number of institutions: 24

Education and Human Development

Jonathan Lee, PhD, University of Louisville; appointment as Associate Professor (Tenured) of Special Education, Early Childhood and Prevention Science, and additional appointment as Director of the Early Childhood Research Center, July 1, 2023.

Notable Accomplishments:

Secured funding to implement and complete numerous federal research funding projects in partnership with a national research consortium. Pioneered research agendas for the use of Motivational Interviewing in educational settings. Developed and utilized Motivational Interviewing to promote positive behavior change through leadership, coaching and mentoring of junior and senior faculty, and PhD students. Translated research findings into more than 30 published research articles and chapters. Coordinated Curriculum & Instruction PhD program with over 100 students and 40 faculty. Completed prestigious, yearlong presidential leadership academy (Northern Arizona University). Fostered and maintained key partnerships with school district leaders and teachers. Developed and implemented emergent literacy and K-3 reading programs and coursework. Obtained exemplary student opinion ratings across 100 courses taught. Led and served on multiple successful accreditation committees.

Selection Process:

Search Committee. Both the search committee and departmental faculty voted unanimously in favor of appointment at the Associate Professor level with immediate tenure.

Salary Data:

Proposed base salary:	\$ 88,000
Proposed supplement:	\$ 10,000
Proposed supplement:	\$ 17,600 (Director supplement)
Proposed total:	\$ 115,600

Budget impact: \$ 115,600

Median benchmark comparison:	\$ 92,431
Benchmark position title:	Tenured Associate Professor, Special Education, Teaching
Benchmark source:	Oklahoma State University
Year of benchmark data:	2021-2022
Benchmark data number of incumbents:	88
Benchmark data number of institutions:	27

Medicine

Nicholas Ahn, MD, Professor (Probationary) and Department Chair of Orthopedic Surgery; additional appointment as the K. Armand Fischer Professorship in Orthopedic Surgery, July 1, 2023 through June 30, 2028.

Notable Accomplishments:

- Kaiser Permanente Award for Excellence in Clinical Teaching 2015
- Spine Fellowship Director, University Hospitals of Cleveland, 2009- present
- Director, Spinal Cord Injury Unit, Louis Stokes VA Medical Center 2005-2018
- American Board of Orthopaedic Surgeons: Field Test Task Force
- Ohio Bureau of Worker's Compensation -- Health Care Quality Assurance Advisory Committee and Medical Initiatives and Research Committee
- Over 200 published journal articles and abstracts; 300 invited presentations at national and international conferences

Selection Process:

This professorship is used to support salary in the field of orthopedic surgery and, historically, has supported the department chair's salary. As such, the newly appointed department chair is being named to this endowed professorship.

Salary Data:

Incumbent base salary:	\$ 119,975
Incumbent supplement:	\$ 61,643
Incumbent supplement:	\$ 213,052
Incumbent ULP:	\$ 426,823
Incumbent total:	\$ 821,493

Proposed base salary:	\$ 271,290
Proposed supplement:	\$ 135,645
Proposed supplement:	\$ 100,000
ULP:	\$ 506,935
Proposed total:	\$1,013,870

Budget impact:	\$ 192,377
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Median benchmark comparison:	\$ 967,899
Benchmark position title:	Chair, Orthopedic Surgery
Benchmark source:	Association of American Medical Colleges
Year of benchmark data:	2021-2022
Benchmark data number of incumbents:	50
Benchmark data number of institutions:	155

Shyam Bansal, PhD, University of Louisville; appointment as Associate Professor (Tenured) of Pharmacology and Toxicology and Associate Director of Graduate Studies, September 1, 2023.

Notable Accomplishments:

Dr. Bansal has built and would transfer a robust and well-funded NIH research program from Ohio State University. He currently serves as principal investigator of a large NIH R01 and co-investigator on a second NIH R01. In addition, he has scored exceptionally well on a third NIH R01 as principal investigator. He has considerable teaching and administrative experience with a comparable graduate program at Ohio State University. He designed, initiated, and ran several successful programs for the training and development of Ohio State's graduate students and post-doctoral fellows. He has also been serving on the post-doctoral advisory committee for the university for the last 1.5 years and as President of the Ohio Physiological Society for the year 2022. Dr. Bansal will be a key participant in UofL's Center for Cardiometabolic Science as well as our NIH Hepatobiology and Toxicology COBRE research center.

Selection Process:

Search Committee interviewed several candidates, five of whom were invited for campus visits. Dr. Bansal emerged as one of the top candidates.

Salary Data:

Incumbent base salary: \$ 101,407
Incumbent supplement: \$ 68,593
Incumbent total salary: \$ 170,000

Proposed base salary: \$ 130,000
Proposed supplement: \$ 65,000 (Tenure supplement)
Proposed supplement: \$ 5,000 (Associate Director)
Proposed total: \$ 200,000

Budget impact: \$ 30,000
(Department estimates 60% of salary to be covered by grant funding)

Median Benchmark comparison: \$ 138,018
Benchmark position title: Associate Professor PhD
Benchmark source: Association of American Medical Colleges
Year of benchmark data: 2021-2022
Benchmark data number of incumbents: 2,098

Whitney Goldsberry, MD, Assistant Professor (Term) of Obstetrics, Gynecology and Women's Health; additional appointment as the Thomas G. Day, Jr. Endowed Chair in Gynecologic Oncology, June 23, 2023 through June 22, 2027.

Notable Accomplishments:

Following graduation from her residency program at the University of Louisville, Dr. Goldsberry completed a Gynecology Oncology fellowship program through the University of Alabama at Birmingham School of Medicine in Birmingham, AL. Dr. Goldsberry is currently a faculty member of Obstetrics, Gynecology and Women's Health, in the Gynecologic Oncology division. She has proven herself to be an outstanding clinician, teacher, and researcher. She has peer-reviewed publications in the areas of HPV vaccinations, the implications of financial obstructions in healthcare; as well as basic science research such as her research on TGF-6 and its effect on tumor immunity. She also serves as Associate Editor for the Journal of Ovarian Research.

Selection Process:

Appointed by the dean.

Salary Data:

Current base salary:	\$ 66,000
Current supplement:	\$ 274,000 (ULP)
Total compensation:	\$ 340,000

Proposed base salary:	\$ 66,000
Proposed supplement:	\$ 274,000 (ULP)
Proposed total:	\$ 340,000

Budget impact: none (no change)

Median benchmark comparison:	\$ 350,000
Benchmark position title:	Assistant Professor
Benchmark source:	Association of American Medical Colleges
Year of benchmark data:	2021-2022
Benchmark data number of incumbents:	91

Kristine Krueger, MD, Professor (Term) of Medicine; additional appointment as the Nancy Middleton Smith Professorship, July 1, 2023 through June 30, 2028.

Notable Accomplishments:

Dr. Krueger was awarded the Dean's Distinguished Faculty Award in Service. She has been dedicated to the University of Louisville School of Medicine since she joined the faculty in 2000. She has served in many capacities—Chief of Staff of ULH, Interim Department Chair of Medicine, Assistant Dean for Administration, and Chief of Academic and Clinical Affairs for the Division of Gastroenterology, Hepatology and Nutrition. In each of these roles, Dr. Krueger has represented the University of Louisville, the School of Medicine, and the Division of Gastroenterology, Hepatology and Nutrition, with great dignity and honor.

Selection Process:

Selected by the Division Chief; appointed by the dean.

Salary Data:

Current base salary:	\$ 142,948
Current supplement:	\$ 94,500
Current supplement:	\$ 90,000
Current supplement:	\$ 258,552
Current total:	\$ 586,000

Proposed base salary:	\$ 142,948
Proposed supplement:	\$ 94,500
Proposed supplement:	\$ 90,000
Proposed supplement:	\$ 258,552
Proposed total:	\$ 586,000

Budget impact: none (no change)

Median benchmark comparison:	\$414,300
Benchmark position title:	Professor, Gastroenterology - Medicine
Benchmark source:	Association of American Medical Colleges
Year of benchmark data:	2021-22
Benchmark data number of incumbents:	216

Robert Mitchell, PhD, Professor (Tenured) of Surgery; additional appointment as the James Graham Brown Chair of Cancer Biology, July 1, 2023 through June 30, 2028.

Notable Accomplishments:

Dr. Mitchell is a tenured Professor in the Department of Surgery, Division of Immunotherapy. He also holds joint appointments in the Departments of Biochemistry and Molecular Genetics and Microbiology & Immunology. Dr. Mitchell has authored 67 publications, is an inventor on 11 patents and has presented his work (orally and in poster form) at well over 100 different regional, national and international meetings.

Selection Process:

Appointment by Director of UofL Health Brown Cancer Center

Salary Data:

Current base salary:	\$156,352
Current supplement:	\$ 35,357
Current total:	\$191,709

Incumbent base salary:	\$280,104
Incumbent total:	\$280,104

Proposed base salary:	\$156,352
Proposed supplement:	\$127,406
Proposed total:	\$283,758

Budget impact:	\$ 3,654
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Median benchmark comparison:	\$240,065
Benchmark position title:	Professor, Other Surgery
Median benchmark source:	Association of American Medical Colleges
Year of benchmark data:	2021-2022
Benchmark data number of incumbents:	26

Juw Won Park, PhD, Associate Professor (Tenured) of Computer Science and Engineering; change of appointment to Associate Professor (Tenured) of Medicine and additional appointment as the John Trent, Ph.D. Professorship in Bioinformatics, August 1, 2023 through July 31, 2028.

Notable Accomplishments:

Dr. Park earned his PhD in Computer Science from the University of Iowa in 2009. He completed his first postdoctoral fellowship at the University of Iowa (2009-2012), and a second postdoctoral fellowship at UCLA (2012-2015). Dr. Park joined the University of Louisville in 2015 as an Assistant Professor and was promoted to Associate Professor with tenure in 2021. His lab focuses on big data and systems biology approaches to RNA regulatory networks using bioinformatics and large-scale genomics data analyses. Since August 2015, he has worked within the Kentucky IDeA Networks for Biomedical Research Excellence (KY INBRE), performing algorithms for next-generation sequence analysis and analyses of various genomic data. In August 2022, Dr. Park was named the Director of the Center for Integrative Environmental Health Sciences (CIEHS), Biostatistics & Informatics Facility Core (BIFC) at the University of Louisville, providing bioinformatics support and training to CIEHS members.

Selection Process:

Selected by the division chief.

Salary Data:

Current base salary: \$ 100,249
Current total salary: \$ 100,249

Proposed base salary: \$ 113,333
Proposed supplement: \$ 56,667
Proposed total: \$ 170,000

Budge impact: \$ 69,751

Median benchmark comparison: \$ 140,000
Benchmark position title: Associate Professor, Medicine
Benchmark source: Associate of American Medical Colleges
Year of benchmark data: 2021-22
Benchmark data number of incumbents: 77

Jackson Williams, MD, Associate Professor (Term) of Pediatrics; additional appointment as the Humana Chair in International Pediatrics, July 1, 2023 through June 30, 2028.

Notable Accomplishments:

Strong leadership as division chief for International Pediatrics over the last two years. The provost recently approved the department joining a Global Health consortium (AMPATH) with work around the globe. AMPATH has asked UofL and Dr. Jackson to lead the Pediatrics effort in Ghana. The amount of work and expertise that went into making these connections and creating this proposal was significant; Dr. Jackson worked hard to make this happen and, in the process, revived a strong global health educational curriculum for the department as well as local and international programs that had ended due to changing leadership and the pandemic. He is an inclusive leader and has a great deal of experience in international health. Dr. Jackson has an excellent vision for this mission and the mission for this endowed chair.

Selection Process:

Selected by Department of Pediatrics Chair, Kimberly Boland, MD

Salary Data:

Current base salary:	\$ 72,860
Chief supplement:	\$ 10,000
Norton supplement:	\$109,290
Total compensation:	\$192,150

Incumbent base salary:	\$ 59,479
Incumbent supplement:	\$ 29,740 (tenure supplement)
Incumbent supplement:	\$ 10,000 (division chief)
Incumbent supplement:	\$ 93,675 (Norton)
Incumbent total:	\$192,894

Proposed base salary:	\$ 72,860
Proposed supplement:	\$ 10,000 (division chief)
Proposed supplement:	\$109,290 (Norton)
Proposed total:	\$192,150

Budget impact:	\$ 744 - savings
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Median benchmark comparison:	\$201,600
Benchmark position title:	Associate Professor (Hospital Medicine)
Benchmark source:	AAAP National Salaries (50th Percentile)
Year of benchmark data:	2020-2021
Benchmark data number of incumbents:	184
Benchmark data number of institutions:	108

Kim Williams, MD, Professor (Tenured) and Department Chair of Medicine; additional appointment as the Health Equity Endowed Chair, July 1, 2023 through June 30, 2028.

Notable Accomplishments:

Dr. Williams is a Professor and Department Chair of the Department of Medicine. He was the founder of the Urban Cardiology Initiative in Detroit, Michigan, aiming to reduce ethnic heart care disparities, and continued these community-based efforts in Chicago at Rush, including the H.E.A.R.T. program, screening for heart disease, intervening with education, nutrition and lifestyle changes. At the University of Louisville, he transitioned the H.E.A.R.T. program to include diagnostic testing for risk assessment. He is the founding Editor-in-Chief of the International Journal of Disease Reversal and Prevention. He is an internationally recognized author and speaker with over 1300 original research manuscripts, book chapters, editorial and guideline publications, online resources, movies and lectures, most recently on the topics of cardio nutrition and health equity. He has been perennially named in America's Top Doctors and has received multiple national and international awards including lifetime achievement recognition.

Selection Process:

Selected by the dean.

Salary Data:

Current base salary:	\$ 162,667
Supplement:	\$ 325,333 (Tenure supplement)
Supplement:	\$ 100,000 (Department Chair supplement)
Supplement:	\$ 252,000 (University of Louisville Physicians)
Total Compensation:	\$ 840,000

Budget impact: No salary increase for this action so the budget will not be impacted

Median benchmark comparison:	\$642,795
Benchmark position title:	Department Chair, Medicine
Benchmark source:	Association of American Medical Colleges
Year of benchmark data:	2021-2022
Benchmark data of incumbents:	18

Music

David Clark, MM, University of Louisville; appointment as Associate Professor (Tenured) of Academic and Professional Studies, and additional appointment as Director of Jazz Studies, August 1, 2023.

Notable Accomplishments:

Widely respected and adored within the Louisville and international jazz community, Professor Clark is an extraordinarily soulful and deep musician with a versatile command of several musical genres, including jazz, blues, gospel, and popular idioms. His unique way of connecting with both audiences and musicians is truly outstanding, and he consistently performs with unwavering sincerity and joy. Professor Clark's comprehensive approach to education empowers students in every aspect of their journey. He brings a wealth of talent and authenticity to all his endeavors. Through his research, he addresses how jazz music can be used to heal, as well as to build and strengthen community connections. He currently serves as the Director of Jazz Studies at Bellarmine University.

Selection Process:

National search led by four-member faculty search committee.

Salary Data:

Proposed base salary:	\$ 73,000
Proposed supplement:	\$ 10,000
Proposed total:	\$ 83,000

Budget impact: \$ 73,000 (department has sufficient funds to support)

Median benchmark comparison: \$ 82,664

Benchmark position title: Assistant Professor

Benchmark source: National Association of Schools of Music
Higher Education Arts Data Services (HEADS)

Year of benchmark data: 2021

Benchmark data number of incumbents: 200+

Benchmark data number of institutions: 34

Public Health

Maiying Kong, PhD, Professor (Tenured) of Bioinformatics and Biostatistics; additional appointment as the Wendell Cherry Chair in Clinical Trial Research, July 1, 2023 through June 30, 2026.

Notable Accomplishments:

Dr. Kong has two years of post-doctoral training from MD Anderson Cancer Center in cancer statistics, including clinical trial design and analytic methods for Phase I-III clinical trials and Phase IV post-marketing surveillance trials from 2004-2006. Dr. Kong has served as a reviewer for Brown Cancer Center clinical trials protocols for statistics and has attended the IRB review committee meetings regularly, assisting various investigators in designing their clinical trials in the Brown Cancer Center from 2006-2008. Dr. Kong was selected to attend the American Association for Cancer Research – sponsored Cancer Biostatistics Workshop in 2008, where she developed an interest in cancer biostatistics. Over the years, she has applied what she learned to work with clinicians and basic scientists to conduct their experimental designs and data analyses.

Selection Process:

There is an urgent need for biostatistics support for cancer trials and laboratory research, which is essential for procuring extramural funding. Dr. Shesh Rai held the Wendell Cherry Chair and served as the biostatistician for the Brown Cancer Center for three years, before leaving UofL to continue his work at the University of Cincinnati. Based on Dr. Kong's background and experience, she is well qualified to lead the Brown Cancer Center's biostatistics efforts and team.

Salary Data:

Current base salary:	\$ 123,333
Current supplement:	\$ 61,667
Current total:	\$ 185,000

Proposed base salary:	\$ 160,000
Proposed supplement:	\$ 80,000
Proposed total:	\$ 240,000

Budget impact:	\$ 80,000
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Median benchmark comparison:	\$ 209,672
Benchmark position title:	Statistician
Benchmark source:	Medical Oncology/American Association of Medical Colleges LaLonde and Wasserstein Academic Salary Survey of Statisticians
Year of benchmark data:	2021-2022
Benchmark data number of institutions:	3

Social Work

John Miller, PhD, University of Tennessee, Knoxville; appointment as Professor (Tenured) of Social Work and Dean of the Raymond A. Kent School of Social Work and Family Science, July 1, 2023.

Notable Accomplishments:

Dr. Miller is a professional social worker and professor. He currently serves as the dean of curriculum and senior diversity officer at St. Norbert College in De Pere, Wisconsin. He is also a community organizer, scholar, and consultant. Before his current role, he served as department chair and professor of social work at Benedict College in Columbia, South Carolina, and as an associate professor at the University of Arkansas in Little Rock. In 2017, he was selected as the Arkansas Social Worker of the Year by the Arkansas Chapter of the National Association of Social Workers. His current research interests explore the relationship between racism and adverse childhood experiences among African Americans, diversity, equity, access, and inclusion issues within social work and faculty mentoring. His textbook, "African American Perspectives: Matters of Consideration for Social Work Practice," was published in 2017.

Selection Process:

National search using the search firm, Greenwood Asher and Associates.

Salary Data:

Incumbent base salary:	\$ 182,088
Incumbent supplement:	\$ 62,431
Incumbent total:	\$ 244,519

Proposed base salary:	\$ 160,000
Proposed supplement:	\$ 70,000
Proposed total:	\$ 230,000

Budget impact:	(\$ 14,519)
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Median benchmark comparison:	\$ 258,000
Benchmark position title:	Dean, Social Work
Benchmark source:	CUPA-HR Administrators in Higher Education

Doctoral Institutions by Total Expense Quartile, Quartile 3

Year of benchmark data:	2021-2022
Benchmark data number of incumbents:	37
Benchmark data number of institutions:	37

COMMITTEE ACTION:

Passed X

Did Not Pass _____

Other _____

ls
Signature on file _____
Assistant Secretary

BOARD ACTION:

Passed X

Did Not Pass _____

Other _____

ls
Signature on file _____
Assistant Secretary

RECOMMENDATION TO BOARD OF TRUSTEES
REGARDING PROMOTION AND TENURE

Academic and Student Affairs Committee – June 22, 2023

Board of Trustees – June 22, 2023

The President recommends that the following personnel actions be approved by the Board of Trustees.

PROMOTION AND TENURE

Arts and Sciences

Csaba Biro, PhD, Associate Professor (Tenured) of Mathematics; promotion to Professor (Tenured), July 1, 2023.

J. Ariadne Calvano, PhD, Assistant Professor (Probationary) of Theatre Arts; promotion to Associate Professor and award of tenure, July 1, 2023.

Rachel Carter, MFA, Assistant Professor (Probationary) of Theatre Arts; promotion to Associate Professor and award of tenure, July 1, 2023.

B. Cherie Dawson-Edwards, PhD, Associate Professor (Tenured) of Criminal Justice; promotion to Professor (Tenured), July 1, 2023.

Lauren Freeman, PhD, Associate Professor (Tenured) of Philosophy; promotion to Professor (Tenured), July 1, 2023.

Andrea Gaughan, PhD, Associate Professor (Tenured) of Geographic and Environmental Sciences; promotion to Professor (Tenured), July 1, 2023.

Lauren Heberle, PhD, Associate Professor (Tenured) of Sociology; promotion to Professor (Tenured), July 1, 2023.

Thomas Hughes, PhD, Associate Professor (Tenured) of Criminal Justice; promotion to Professor (Tenured), July 1, 2023.

Thomas Jennings, PhD, Assistant Professor (Probationary) of Anthropology; promotion to Associate Professor and award of tenure, July 1, 2023.

Elizabeth Kimbell, MBA, Instructor (Term) of Communication; promotion to Senior Instructor I (Term), July 1, 2023.

Michal Kofman, PhD, Assistant Professor (Term) of Sociology; promotion to Associate Professor (Term), July 1, 2023.

Jiaxu Li, PhD, Associate Professor (Tenured) of Mathematics; promotion to Professor (Tenured), July 1, 2023.

Yuxin Ma, PhD, Associate Professor (Tenured) of History; promotion to Professor (Tenured), July 1, 2023.

Lisa Markowitz, PhD, Associate Professor (Tenured) of Anthropology; promotion to Professor (Tenured), July 1, 2023.

Jessica Minges, MA, Instructor (Term) of Classical and Modern Languages; promotion to Senior Instructor I (Term), July 1, 2023.

Laura Moyer, PhD, Associate Professor (Tenured) of Political Science; promotion to Professor (Tenured), July 1, 2023.

Sheila Owolabi, MS, Instructor (Term) of Classical and Modern Languages; promotion to Senior Instructor I (Term), July 1, 2023.

Christopher Reitz, PhD, Assistant Professor (Probationary) of Art and Design; promotion to Associate Professor and award of tenure, July 1, 2023.

David Roelfs, PhD, Associate Professor (Tenured) of Sociology; promotion to Professor (Tenured), July 1, 2023.

Daniel Smith-Tone, PhD, Associate Professor (Tenured) of Mathematics; promotion to Professor (Tenured), July 1, 2023.

Lee Thompson, PhD, Assistant Professor (Probationary) of Chemistry; promotion to Associate Professor and award of tenure, July 1, 2023.

Margath Walker, PhD, Associate Professor (Tenured) of Geographic and Environmental Sciences and Urban and Public Affairs; promotion to Professor (Tenured), July 1, 2023.

Alex Widdowson, PhD, Assistant Professor (Probationary) of Criminal Justice; promotion to Associate Professor and award of tenure, July 1, 2023.

Ming Wu, PhD, Assistant Professor (Term) of Classical and Modern Languages; promotion to Associate Professor (Term), July 1, 2023.

Charlton Yingling, PhD, Assistant Professor (Probationary) of History; promotion to Associate Professor and award of tenure, July 1, 2023.

Sumei Zhang, PhD, Associate Professor (Tenured) of Urban and Public Affairs; promotion to Professor (Tenured), July 1, 2023.

Business

Daniel Bennett, PhD, Assistant Professor (Probationary) of Management and Entrepreneurship; promotion to Associate Professor and award of tenure, July 1, 2023.

Sandeep Goyal, PhD, Associate Professor (Tenured) of Information Systems, Analytics and Operations; promotion to Professor (Tenured), July 1, 2023

Minjie Huang, PhD, Assistant Professor (Probationary) of Finance; promotion to Associate Professor and award of tenure, July 1, 2023.

Katina Kulow, PhD, Assistant Professor (Probationary) of Marketing; promotion to Associate Professor and award of tenure, July 1, 2023.

Mina Kwon, PhD, Assistant Professor (Probationary) of Marketing; promotion to Associate Professor and award of tenure, July 1, 2023.

Weihua Zhao, PhD, Assistant Professor (Probationary) of Economics; promotion to Associate Professor and award of tenure, July 1, 2023.

Dentistry

Wilmer Abshier, DMD, Assistant Professor (Term) of Comprehensive Dentistry; promotion to Associate Professor (Term), July 1, 2023.

Julie Drury, MS, Associate Professor (Term) of Diagnosis and Oral Health; promotion to Professor (Term), July 1, 2023.

Sudha Gudhimella, BDS, Assistant Professor (Probationary) of Rehabilitative and Reconstructive Dentistry; promotion to Associate Professor and award of tenure, July 1, 2023.

Brian Marrillia, DMD, Assistant Professor (Term) of Comprehensive Dentistry; promotion to Associate Professor (Term), July 1, 2023.

Hector Martinez, DDS, Assistant Professor (Term) of Comprehensive Dentistry; promotion to Associate Professor (Term), July 1, 2023.

Daniel Montero Rodriguez, DDS, Assistant Professor (Term) of Rehabilitative and Reconstructive Dentistry; promotion to Associate Professor (Term), July 1, 2023.

Education

Meera Alagaraja, PhD, Associate Professor (Tenured) of Educational Leadership, Evaluation and Organizational Development; promotion to Professor (Tenured), July 1, 2023.

Kathryn Harman, PhD, Clinical Assistant Professor (Term) of Health and Sport Sciences; promotion to Clinical Associate Professor (Term), July 1, 2023.

David Jett, MS, Lecturer (Term) of Health and Sport Sciences; promotion to Senior Lecturer (Term), July 1, 2023.

Kristi King, PhD, Associate Professor (Tenured) of Health and Sport Sciences; promotion to Professor (Tenured), July 1, 2023.

Susan Peters, PhD, Associate Professor (Tenured) of Elementary, Middle and Secondary Teacher Education; promotion to Professor (Tenured), July 1, 2023.

Jeremy Todd Whitney, PhD, Assistant Professor (Probationary) of Special Education, Early Childhood and Prevention Science; promotion to Associate Professor and award of tenure, July 1, 2023.

Hongryun Woo, PhD, Associate Professor (Tenured) of Counseling and Human Development; promotion to Professor (Tenured), July 1, 2023.

Stephanie Wooten-Burnett, PhD, Clinical Assistant Professor (Term) of Elementary, Middle and Secondary Teacher Education; promotion to Clinical Associate Professor (Term), July 1, 2023.

Engineering

Lihui Bai, PhD, Associate Professor (Tenured) of Industrial Engineering; promotion to Professor (Tenured), July 1, 2023.

Hermann Frieboes, PhD, Associate Professor (Tenured) of Bioengineering; promotion to Professor (Tenured), July 1, 2023.

Gautam Gupta, PhD, Associate Professor (Tenured) of Chemical Engineering; promotion to Professor (Tenured), July 1, 2023.

Tamer Inanc, PhD, Associate Professor (Tenured) of Electrical and Computer Engineering; promotion to Professor (Tenured), July 1, 2023.

Sam Park, PhD, Associate Professor (Tenured) of Mechanical Engineering; promotion to Professor (Tenured), July 1, 2023.

Stuart Williams, PhD, Associate Professor (Tenured) of Mechanical Engineering; promotion to Professor (Tenured), July 1, 2023.

Libraries

Tiffany Gipson-Goodwin, MSLS, Assistant Professor (Probationary) of University Libraries; promotion to Associate Professor and award of tenure, July 1, 2023.

Latisha Reynolds, MLIS, Associate Professor (Tenured) of University Libraries; promotion to Professor (Tenured), July 1, 2023.

Courtney Stine, MLIS, Assistant Professor (Probationary) of University Libraries; promotion to Associate Professor and award of tenure, July 29, 2023.

Vida Vaughn, MLIS, MBA, Associate Professor (Tenured) of University Libraries; promotion to Professor (Tenured), October 1, 2023.

Medicine

Kandis Adkins, MD, Assistant Professor (Term) of Cardiovascular and Thoracic Surgery; promotion to Associate Professor (Term), July 1, 2023.

Mark Burns, MD, Assistant Professor (Term) of Medicine; promotion to Associate Professor (Term), July 1, 2023.

Joshua Choo, MD, Assistant Professor (Probationary) of Surgery; promotion to Associate Professor and award of tenure, July 1, 2023.

Sean Clifford, MD, Associate Professor (Term) of Anesthesiology and Perioperative Medicine; promotion to Professor (Term), July 1, 2023.

Erin Davis, PhD, Assistant Professor (Term) of Anatomical Sciences and Neurobiology; promotion to Associate Professor (Term), July 1, 2023.

Zhongbin Deng, PhD, Assistant Professor (Probationary) of Surgery; promotion to Associate Professor and award of tenure, July 1, 2023.

Robert Emmons, MD, Associate Professor (Term) of Medicine; promotion to Professor (Term), July 1, 2023.

Lisal Folsom, MD, Assistant Professor (Part-time) of Pediatrics; promotion to Associate Professor (Part-time), July 1, 2023.

Jamie Furlong-Dillard, DO, Assistant Professor (Term) of Pediatrics; promotion to Associate Professor (Term), July 1, 2023.

Rebecca Hart, MD, Assistant Professor (Term) of Pediatrics; promotion to Associate Professor (Term), July 1, 2023.

Ashley Iles, MD, Assistant Professor (Term) of Family and Geriatric Medicine; promotion to Associate Professor (Term), July 1, 2023.

Kelly Jackson, MS, Assistant Professor (Term) of Pediatrics; promotion to Associate Professor (Term), July 1, 2023.

Christina Kaufman, PhD, Assistant Professor (Term) of Cardiovascular and Thoracic Surgery; promotion to Associate Professor (Term), July 1, 2023.

Gagandeep Kaur, MBBS, Assistant Professor (Term) of Pediatrics; promotion to Associate Professor (Term), July 1, 2023.

Suzanne Kingery, MD, Associate Professor (Term) of Pediatrics; promotion to Professor (Term), July 1, 2023.

Matthew Lawrenz, PhD, Associate Professor (Tenured) of Microbiology and Immunology; promotion to Professor (Tenured), July 1, 2023.

Amanda LeBlanc, PhD, Associate Professor (Tenured) of Cardiovascular and Thoracic Surgery; promotion to Professor (Tenured), July 1, 2023.

Cynthia Metz, PhD, Associate Professor (Tenured) of Physiology; promotion to Professor (Tenured), July 1, 2023.

Olivia Mittel, MD, Associate Professor (Term) of Pediatrics; promotion to Professor (Term), July 1, 2023.

Shae Morgan, AuD, PhD, Assistant Professor (Probationary) of Otolaryngology-Head and Neck Surgery and Communicative Disorders; promotion to Associate Professor and award of tenure, July 1, 2023.

Laura Morton, MD, Associate Professor (Term) of Family and Geriatric Medicine; promotion to Professor (Term), July 1, 2023.

Diana Pantalos, PhD, Assistant Professor (Term) of Pediatrics; promotion to Associate Professor (Term), July 1, 2023.

Kimberly Pate, MD, Assistant Professor (Term) of Medicine; promotion to Associate Professor (Term), July 1, 2023.

Adam Patterson, MD, Assistant Professor (Term) of Pediatrics; promotion to Associate Professor (Term), July 1, 2023.

Cody Penrod, MD, Assistant Professor (Term) of Pediatrics; promotion to Associate Professor (Term), July 1, 2023.

Eleanor Peterson, MD, Associate Professor (Term) of Pediatrics; promotion to Professor (Term), July 1, 2023.

Rebecca Redman, MD, Associate Professor (Tenured) of Medicine; promotion to Professor (Tenured), July 1, 2023.

Tonya Robinson, MD, Associate Professor (Term) of Pediatrics; promotion to Professor (Term), July 1, 2023.

Michael Ruppe, MD, Associate Professor (Term) of Pediatrics; promotion to Professor (Term), July 1, 2023.

Vivek Sharma, MBBS, Associate Professor (Term) of Medicine; promotion to Professor (Term), July 1, 2023.

Leslie Sherwood, DVM, Associate Professor (Term) of the Comparative Medical Research Unit; promotion to Professor (Term), July 1, 2023.

Emily Sieg, MD, Assistant Professor (Term) of Neurological Surgery; promotion to Associate Professor (Term), July 1, 2023.

Courtney Smith, PhD, Assistant Professor (Term) of Pediatrics; promotion to Associate Professor (Term), July 1, 2023.

Beth Spurlin, MD, PhD, Assistant Professor (Term) of Pediatrics and Management and Entrepreneurship; promotion to Associate Professor (Term), July 1, 2023.

Bradly Thrasher, DO, Assistant Professor (Term) of Pediatrics; promotion to Associate Professor (Term), July 1, 2023.

Kristie Vail Schultz, PhD, Assistant Professor (Term) of Pediatrics; promotion to Associate Professor (Term), July 1, 2023.

Nelleke van Wouwe, PhD, Assistant Professor (Probationary) of Neurological Surgery; promotion to Associate Professor and award of tenure, July 1, 2023.

Zeng Wang, MD, PhD, Associate Professor (Term) of Neurology; promotion to Professor (Term), July 1, 2023.

Corey Watson, PhD, Assistant Professor (Probationary) of Biochemistry and Molecular Genetics; promotion to Associate Professor and award of tenure, July 1, 2023.

Leslie Wolf Parrish, PhD, Assistant Professor (Term) of Medicine; promotion to Associate Professor (Term), July 1, 2023.

Tiffany Wright, MD, Assistant Professor (Term) of Surgery; promotion to Associate Professor (Term), July 1, 2023.

Music

Emily Albrink Katz, MM, Assistant Professor (Probationary) of Performance Studies; promotion to Associate Professor and award of tenure, July 1, 2023.

Christopher Brody, PhD, DMA, Assistant Professor (Probationary) of Academic and Professional Studies; promotion to Associate Professor and award of tenure, July 1, 2023.

Katherine Donner, DMA, Assistant Professor (Probationary) of Performance Studies; promotion to Associate Professor and award of tenure, July 1, 2023.

R. Chris Fitzgerald, MM, Associate Professor (Tenured) of Performance Studies; promotion to Professor (Tenured), July 1, 2023.

Stephen Mattingly, DM, Associate Professor (Tenured) of Performance Studies; promotion to Professor (Tenured), July 1, 2023.

Clinton McCanless, DMA, Assistant Professor (Probationary) of Performance Studies; promotion to Associate Professor and award of tenure, July 1, 2023.

Nursing


Lynette Galloway, DNP, Assistant Professor (Term) of Nursing; promotion to Associate Professor (Term), July 1, 2023.

Rebecca Gesler, EdD, Assistant Professor (Term) of Nursing; promotion to Associate Professor (Term), July 1, 2023.

Amy Higdon, DNP, Assistant Professor (Term) of Nursing; promotion to Associate Professor (Term), July 1, 2023.


COMMITTEE ACTION:

Passed X
Did Not Pass _____
Other _____


Signature on file _____
Assistant Secretary

BOARD ACTION:

Passed X
Did Not Pass _____
Other _____


Signature on file _____
Assistant Secretary



Provost Report
BOT Academic & Student Affairs
Committees Meeting

Provost Report

- Outcomes of 2022-23 Retention Targets
- Monitored Performance Metrics
- 6-Year Graduation Rate
- Number of Degrees Awarded

Outcomes of 2022-23 Retention Targets

As of 6/8/2023

Academic Unit	2022 Cohort Count	Retained in University Count	Retained in University Rate	Retained in Unit YTD Count	Retained in Unit YTD Rate	Retained in Unit Goal	Difference v Goal	Total Cohort Enrollments Needed to Reach Goal	Add'l Cohort Enrollments Needed by Census
Arts & Sciences	1375	995	72.36%	806	58.62%	65.00%	-6.38%	894	88
Business	297	224	75.42%	205	69.02%	76.00%	-6.98%	226	21
Dentistry	39	31	79.49%	25	64.10%	60.00%	4.10%	23	-2
Education	278	214	76.98%	194	69.78%	74.00%	-4.22%	206	12
Engineering	477	383	80.29%	342	71.70%	72.00%	-0.30%	343	1
Music	74	59	79.73%	53	71.62%	80.00%	-8.38%	59	6
Nursing	97	81	83.51%	77	79.38%	78.00%	1.38%	76	-1
Public Health	38	29	76.32%	23	60.53%	69.00%	-8.47%	26	3
Social Work	31	24	77.42%	19	61.29%	70.00%	-8.71%	22	3
Grand Total	2706	2040	75.39%	1744	64.45%	70.00%	-5.55%	1894	150

Monitored Performance Metrics

1. 6-Year Graduation Rate

- Currently at 62.2%
- By 2033, goal is to reach 70%

2. Number of Degrees Awarded

- AY23 approximately 2,933 undergraduate degrees and 2,304 graduate and professional degrees
- By 2033, goal is to increase the number of undergraduate degrees by 45%

3. CPE-Driven Metrics

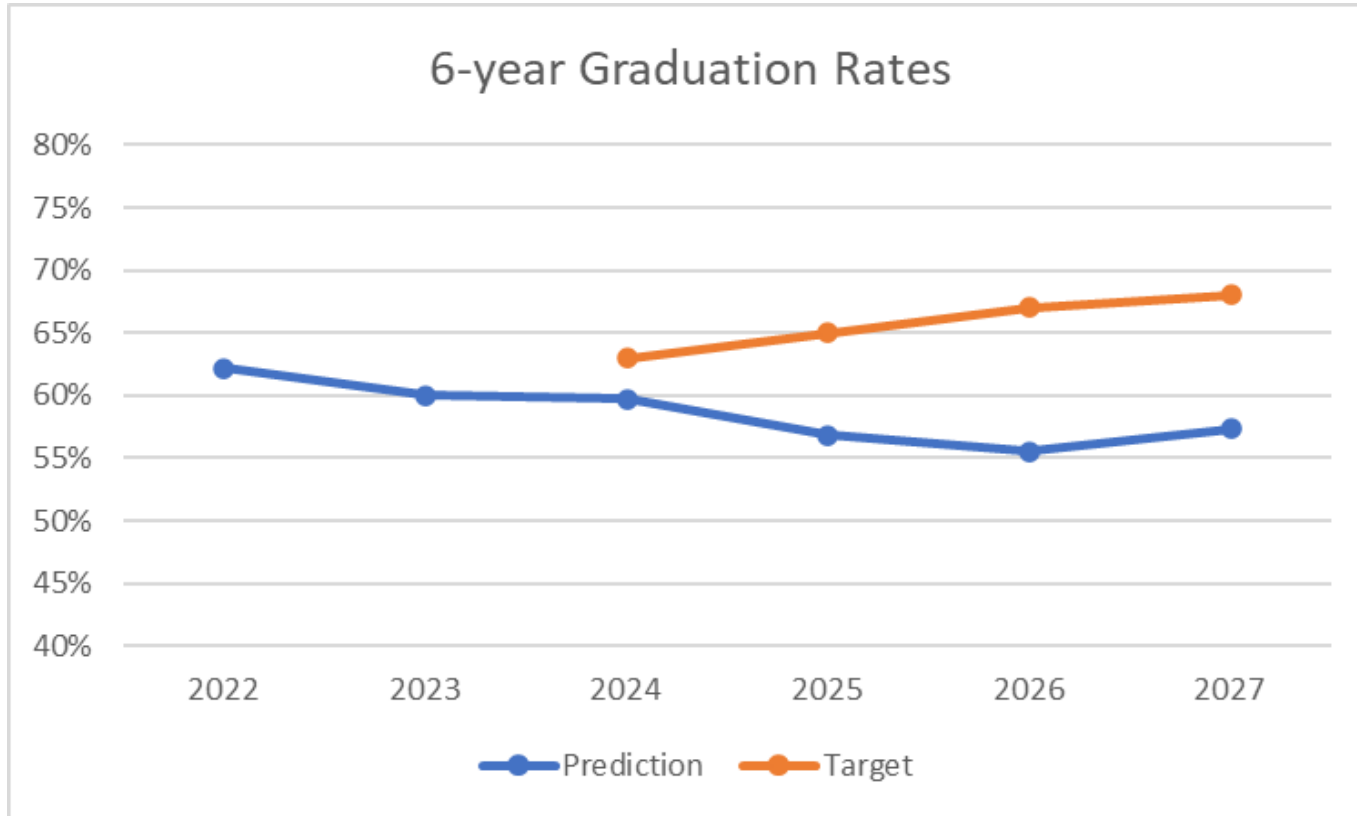
- Bachelor's Degrees
- STEM+H Bachelor's Degrees
- Underrepresented Minority (URM) Bachelor's Degrees
- Low Income Bachelor's Degrees
- Student Progression @ 30 Hours
- Student Progression @ 60 Hours
- Student Progression @ 90 Hours
- Earned Credit Hours
- Instructional Square Feet
- Direct Cost of Instruction
- Full-Time Equivalent (FTE) Students

Current Progress and Predictions of 6-Yr Graduation Rate

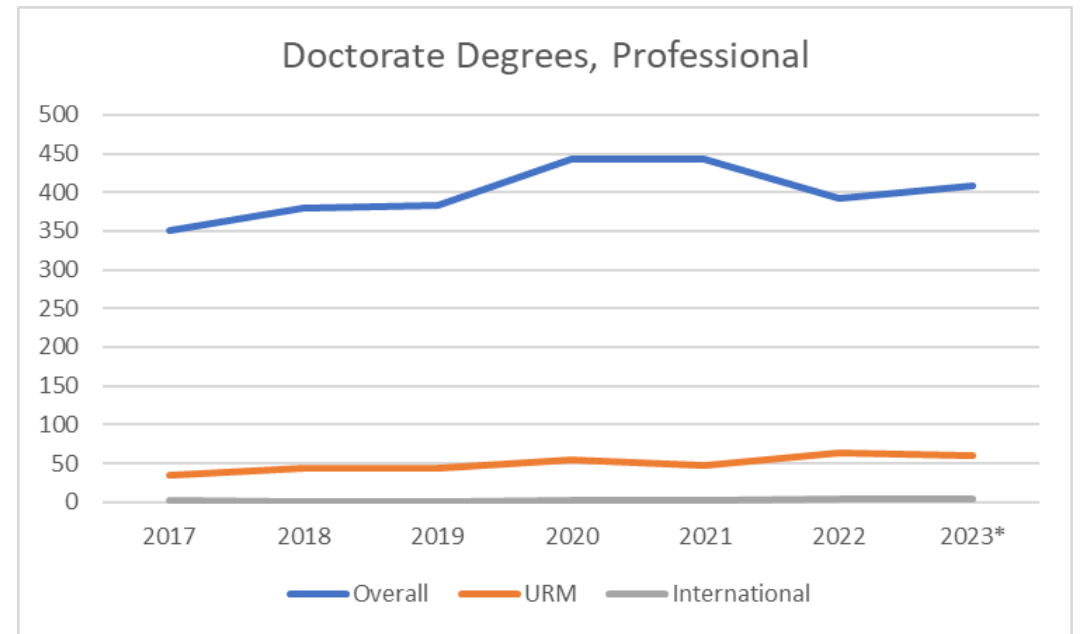
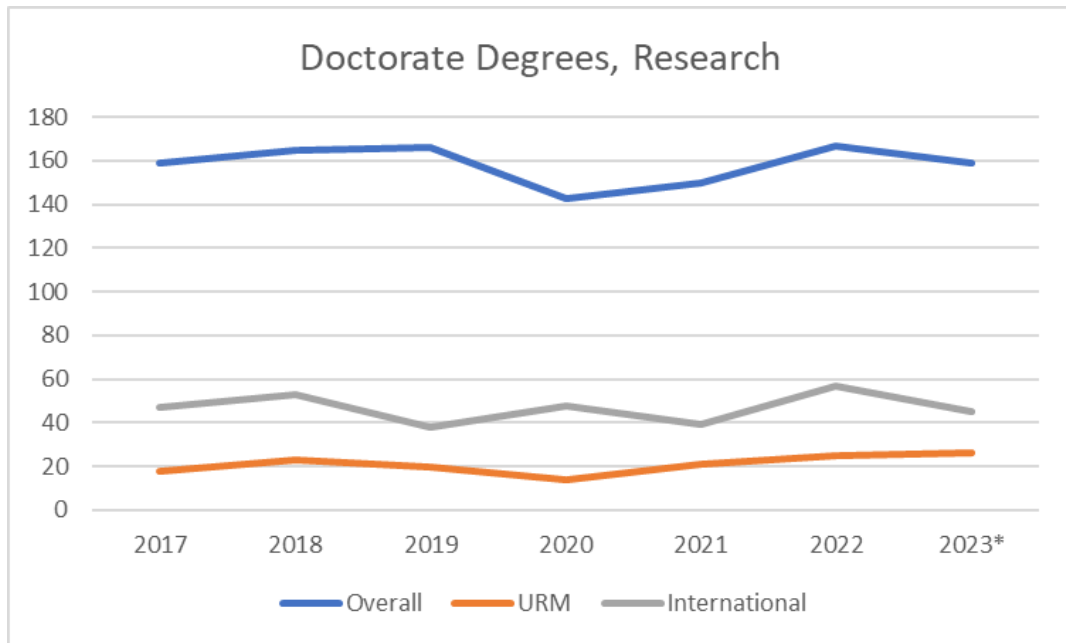
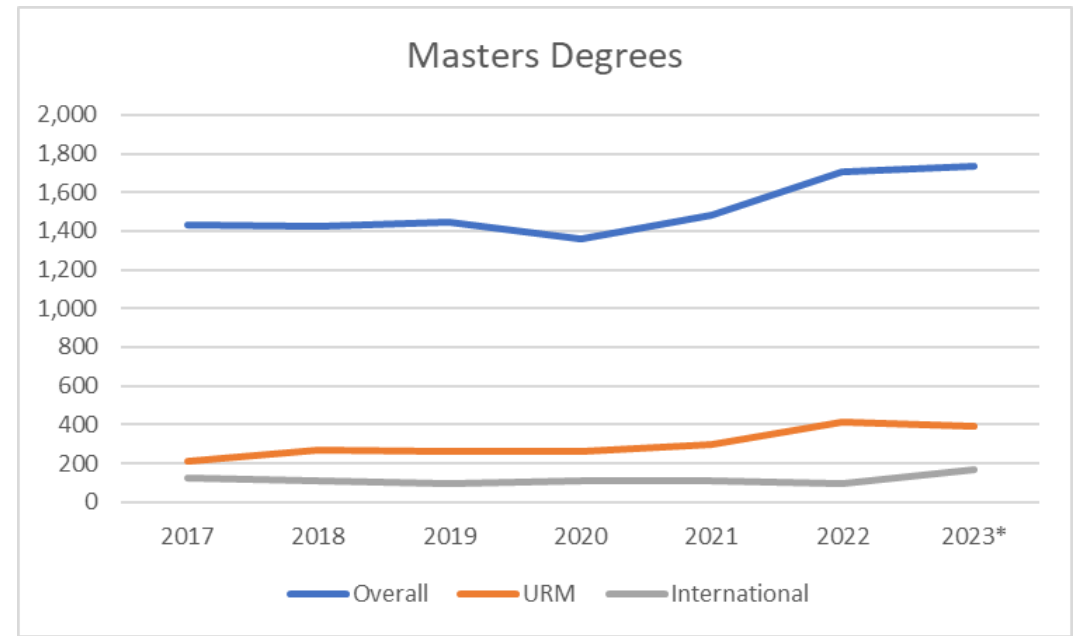
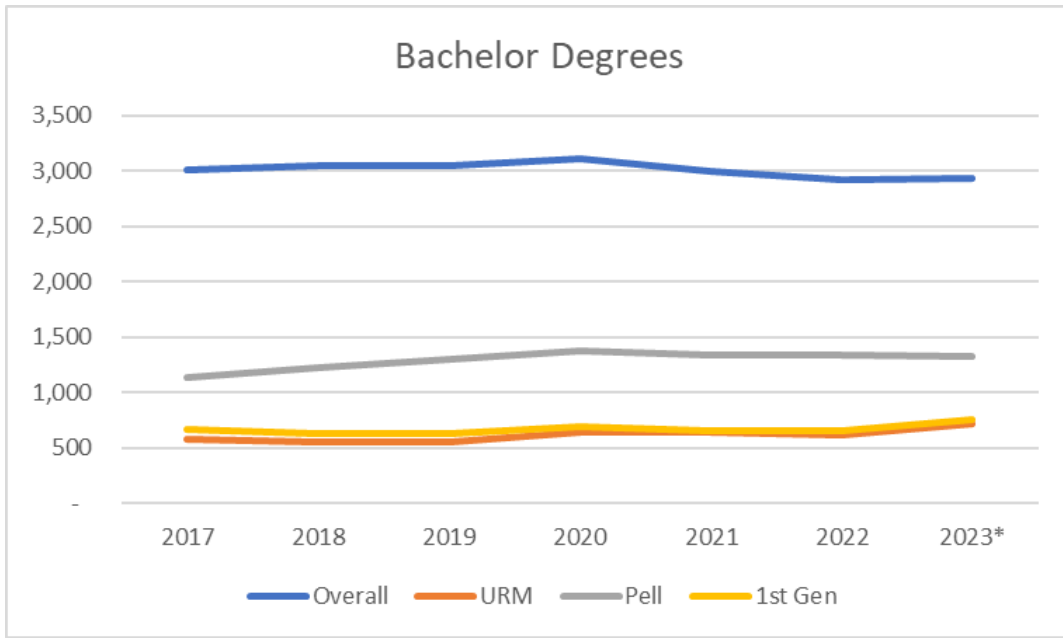
Cohort	Grad Year	Y1	Y1-Y2	Y2-Y3	Y3-Y4	Y4-Y5	Y5-Y6	Y6 Prediction A	Y6 Prediction B
2017	2023	100%	80.30%	70.20%	68.10%	64.70%	63.30%	60.58%	60.00%
2018	2024	100%	80.10%	71.40%	67.00%	63.70%	61.26%	58.82%	59.70%
2019	2025	100%	80.90%	70.60%	63.90%	61.46%	59.02%	56.58%	56.80%
2020	2026	100%	76.60%	66.40%	64.21%	61.77%	59.33%	56.89%	55.50%
2021	2027	100%	78.20%	68.24%	65.80%	63.36%	60.92%	58.48%	57.30%
2022	2028	100%	* 80.00%	70.04%	67.60%	65.16%	62.72%	60.28%	-
			85%	78%	75%	72%	70%		

* = Estimate
 Bold = Predicted rates
 Red = Retention Goals

Target vs. Predicted 6-Yr Graduation Rates



YEAR	PREDICTION	TARGET
2022	62.20%	-
2023	60.00%	-
2024	59.70%	63%
2025	56.80%	65%
2026	55.50%	67%
2027	57.30%	68%



Note: 2023 degree data is still unofficial. These numbers will continue to improve.

Questions?