

SECTION 3: DEPARTMENT AND COLLEGE CONTINUING STATUS AND PROMOTION GUIDELINES

Include: Relevant parts of departmental and college continuing status promotion criteria summarized using the **one-page** format as an aid to the University Advisory Committee in its deliberations. See example in Appendix B. You may also include the full set of guidelines if you feel that it would be helpful.

Arizona State Museum Museum Faculty (MFA) Bylaws (pp. 19-20)

3. Standards for Evaluation

a. *Third Year Review and Continuing Status Review*

Individuals who are recommended for Continuing Status must demonstrate the ability to make significant contributions to the goals of the Museum and to their profession. It is expected that APs who receive Continuing Status will demonstrate growth and accomplishments related to the mission of the Museum through academic professional activities, research and creative activities, teaching and education activities, and service and outreach activities consistent with the individual's Job Description and annual effort allocations. A record of productive collaboration with others is as significant as individual contributions. Third Year Reviews should provide positive guidance to candidates regarding their progress toward award of Continuing Status and any issues that may impede that progress.

b. *Promotion*

Promotion will be based upon levels of achievement in the activity areas outlined above, in light of the candidate's Job Description. The following general criteria serve as guidelines for evaluating performance for career advancement.

i. *Associate Curator, Associate Conservator, Associate Librarian*

To advance to this rank, an AP must demonstrate evidence of initiative in identifying needs, establishing priorities, and implementing programs in the AP's area(s) of responsibility. APs promoted to this rank are expected to have developed scholarly and administrative skills and an ability to develop resources for their programs and activities as evidenced through results obtained. Good communication skills are essential. Original research and/or creative activities and the presentation of results are expected. Cooperative endeavors within the Museum and with other professional colleagues are an important aspect of advancement to this rank, as is participation in service and outreach activities. Recognition by peers at the local and statewide level for professional expertise is needed at this level.

ii. *Curator, Conservator, Librarian*

To advance to this rank, there must be evidence of high-quality performance with demonstrated success in scholarship and service. Accomplishments must reflect innovative approaches to problem solving and the AP must have assumed primary responsibility for results. The AP must also be regionally and nationally recognized for expertise in the AP's field. International

recognition is also desirable, although not required. Good management skills must be demonstrated. The AP must have made significant contributions to public or academic education through teaching or other activities. Original research and/or creative activities and their dissemination are expected. It is expected that a person promoted to this rank will have assumed important responsibilities in professional organizations and will have served on Museum and University committees as well as undertaking other leadership roles in community and public service.

Section 4. Sabbatical Leave

A. Policy

Sabbatical leave may be granted at the discretion of the administration APs who hold Continuing Status subject to UHAP Chapter 8.03.02, which includes the following language:

1. Sabbatical leave may be granted within the discretion of the administration to enable appointed personnel to make advances in their profession, to remain effective in current positions, or to render the greatest possible service to The University of Arizona. Only individuals with tenure or continuing status are eligible to receive a sabbatical leave.
2. The University prizes an inclusive view of scholarship with the recognition that knowledge is acquired and advanced through research, synthesis, practice, and teaching. Given this philosophy, sabbatical leaves are to be granted to further any of the following objectives: research and publication, teaching improvement (including the creation of teaching materials such as new textbooks, software, multimedia materials, or casebooks), intensive public service clearly related to the applicant's expertise, and integration and interpretation of existing knowledge into larger interdisciplinary frameworks.
3. Sabbatical leaves will be granted only to appointed personnel who have served on full-time continuous fiscal or academic year appointments at the University for a period of not less than six years. Only individuals with tenure or continuing status are eligible for sabbatical leave. Time served in excess of six years may not be accumulated toward future sabbaticals.
4. Appointed personnel on an academic year appointment may apply for a sabbatical leave of either one or two semesters. Appointed personnel on a fiscal-year appointment may request leave of either 6 or 12 months. If the leave is for two semesters or one fiscal year, the University will pay compensation at three-fifths of the recipient's normal salary. If the leave is for one semester or six months, the University will pay the full salary. Fiscal year employees with teaching assignments who take a leave of six months must arrange to be present during one of the two regular semesters.
5. Responsibility for review and approval of sabbaticals rests in the college/vice presidential area. Each college/vice presidential area must have a Sabbatical Leave Advisory Committee consisting of at least three people. Sabbatical recommendations require review by the department head, college advisory committee, and dean/vice president. The final approval

**APPENDIX B: ARIZONA STATE MUSEUM CRITERIA FOR PROMOTION TO
ASSOCIATE CURATOR AND CONTINUING STATUS**

	Associate Curator	Full Curator
Teaching and Education Activities	Formal university teaching is not a required aspect of an Academic Professional's performance in the Arizona State Museum, although teaching and education activities are considered an activity area that is evaluated.	N/A
Research and Creative Activities	Original research and/or creative activities and the presentation of results are expected.	N/A
Service/Outreach	Cooperative endeavors within Arizona State Museum and with other professional colleagues are an important aspect of advancement to the associate rank, as is participation in service and outreach activities.	N/A
Academic Professional Activities	To advance to the associate rank, an Academic Professional must demonstrate evidence of initiative in identifying needs, establishing priorities, and implementing programs in the Academic Professional's area(s) of responsibility. Academic Professionals promoted to the associate rank are expected to have developed scholarly and administrative skills and ability to develop resources for their programs and activities as evidence through results obtained.	N/A

**POLICIES AND PROCEDURES FOR CONTINUING STATUS & PROMOTION
OF ACADEMIC PROFESSIONAL VETERINARIANS
University Animal Care
2015-2016**

University Animal Care (UAC) is a university-wide department, which reports to the Senior Vice President for Research (SVPR) in the Office of Research and Discovery (ORD). UAC maintains a standing committee on Promotion & Continuing Status (P&C) with a membership of at least three academic professionals (veterinarians) with continuing status. This committee has developed these guidelines and will annually review procedures in accordance with university policies to assure adherence to changes in The University Handbook for Appointed Personnel (UHAP), Chapter 4: Personnel Policies and Procedures for Academic and Service Professional Employees. This committee will make recommendations for P&C to the Director, UAC (hereafter, referred to as the Director).

I. Types of Appointments for Academic Professionals

Each continuing status or continuing-eligible academic professional employee is appointed subject to the responsibilities detailed in the ABOR-PM 6-302, Conditions of Service for Academic Professionals. The President or his or her designee (hereafter, "President" includes designee) will determine the type of appointment for academic and service professional employees. The Notice of Appointment for academic professional employees will designate whether they are "continuing-eligible", "continuing status", "limited appointment", "year-to-year", or "multiple-year". The Notice of Appointment for service professional employees will designate whether their appointment is "academic year", "fiscal year", or "limited appointment". Renewals of appointments for professional employees on fiscal year appointments occur on July 1. No oral or written communication made prior to or after the execution of a Notice of Appointment or Reappointment that is inconsistent with the Conditions of Service for Academic and Service Professionals in ABOR-PM 6-301, et seq., will become a part of the conditions of employment. Appointments and renewals of appointments will be for the period designated in the Notice of Appointment or Reappointment. Appointments become effective when approved by the University President.

If an appointment depends on funding from a source other than state appropriations, that fact will be stated in the Notice of Appointment or Reappointment. Such appointments may be reduced in FTE and/or salary or terminated to the extent the non-state funding is no longer available. Termination based on lack of funding does not apply to continuing status appointments.

If academic or service professional employees require a license or certification to complete their duties, their appointments are conditional upon obtaining and maintaining the license or certification.

II. Initial Appointment: University Animal Care

Unless specifically employed for a shorter term or by special arrangements made between the Director, SVPR, and the candidate, all new academic professional veterinarians employed by UAC shall serve an initial, one year appointment, or portion thereof,

depending on the date of hire. For example, an individual hired after July 1 will receive an appointment from the date of hire through June 30 of the following year.

Initial appointments shall be designated "year-to-year".

III. Year-to-Year Appointments

Year-to-year appointments fall under UHAP Chapter 4C.1 Duties And Appointments Of Service Professional Employees.

Each service professional employee is appointed subject to the responsibilities detailed in ABOR-PM 6-301, General Provisions and Definitions for Conditions of Service for Academic and Service Professionals, and 6-303, Conditions of Service for Service Professionals. Duties and responsibilities of a service professional employee will consist of those duties assigned by the President. All duties and responsibilities will be carried out under the direction of the President. Duties and responsibilities will be related to the expertise and competence of the service professional employee.

Performance of assigned duties by service professional employees will be subject to evaluation by an appropriate administrator or supervisor. Performance will be considered in decisions relating to compensation, retention, termination or a decision not to reappoint.

Service professional employees will receive a Notice of Appointment or Reappointment, which is the University's official employment contract. Service professional employees may be offered an appointment for an academic year, a fiscal year or a limited appointment, which may be renewed at the end of the appointment period for another academic year, fiscal year, or limited appointment. There is no limit on the number of renewals. No oral or written communication made prior to or after the execution of a Notice of Appointment or Notice of Reappointment that is inconsistent or in conflict with this policy will become a part of the conditions of employment.

Appointments that are dependent for continuation of funding from a specific source other than state appropriations will so state in the Notice of Appointment. Such appointments may be reduced in FTE and/or salary or terminated to the extent the non-state funding is no longer available. Service professional employees appointed to positions supported by non-state funds may be designated by contract as having other conditions relative to 90 day notice of non-renewal of appointment. Service professional employees will have no expectation of employment beyond the end of the current appointment period and are not eligible for continuing status. An employee whose year-to-year appointment is not renewed shall not be entitled to a statement of reasons for that action, and there is no appeal process.

Academic professionals on year-to-year appointments shall receive the same review schedules and have the same opportunities for promotions as those for continuing-eligible and continuing status professionals as described in this document.

IV. Continuing-Eligible Appointments: University Animal Care

Following the initial contract year (see II. above) and upon recommendation of the Director and SVPR and approval by the President, the veterinary professional may enter the

Continuing-eligible track; these academic professional employees are employed under a year-to-year "probationary" appointment and will have no expectation of employment beyond the end of the current appointment period, but will be reviewed for continuing status in accordance with procedures outlined in UHAP Chapter 4 and in this document. Except for approved delays, a continuing-eligible academic professional employee's appointment will not be renewed more than five successive times, i.e., for a maximum of seven academic or fiscal years of service, regardless of rank or ranks held during the years of continuing-eligible service.

Academic professionals in this track, who are not placed on continuing appointment prior to completion of year six, shall be offered a terminal appointment for year seven (or eight if an approved delay in clock is utilized). In no case will an individual be reappointed in continuing-eligible status beyond year seven (or eight if an approved delay is utilized). Delay in clock may be approved under certain other circumstances, such as for military service activation, as approved by the Provost; this process will be described later in this document. A person previously employed under a continuing-eligible contract shall not be subsequently employed under a year-to-year appointment in the same or similar position, except on a part-time basis.

V. Continuing Appointments (Continuing Status)

The university President may grant continuing status on the recommendation of the Director, the SVPR and the Provost, acting with the advice of all levels of P&C Committees. Appointments of such individuals shall be designated "continuing". Continuing status may be granted at any time during the first six years of full-time service, when warranted, by specified high standards of performance and experience. Academic professionals employed under a continuing appointment shall have an expectation that the President will recommend renewal of their appointment for successive appointment periods, except when such a recommendation is precluded by reason of retirement, resignation, release for budgetary reasons, reorganization, or dismissal for just cause.

VI. Ranks

A. The ranks of academic professionals in University Animal Care are as follows:

<u>Veterinary Ranks</u>	<u>Teaching Faculty Equivalent</u>
Veterinary Associate	Instructor
Assistant Veterinary Specialist	Assistant Professor
Associate Veterinary Specialist	Associate Professor
Veterinary Specialist	Professor

B. Appointment to Veterinary Associate (year-to-year only)

1. The Veterinary Associate rank has been established for several purposes:

- a) As a training level position designed to provide the incumbent with training in laboratory animal medicine to prepare for the American College of Laboratory Animal Medicine examination. Persons will rotate through a number of specialty programs established by UAC,

participate in departmental seminars and classes, and attend seminars presented by and work with colleagues in the biomedical and agricultural sciences.

- b) For individuals who are hired for specific job duties/projects within the department, when such individuals are not part of a training program nor meet the criteria for progression through the remainder of the Veterinary Ranks.
- c) For veterinarians hired by UAC into Classified Staff positions, who may transition into Veterinary Associate. These individuals will have had strong positive performance evaluations during their tenure in the Classified Staff arena and are recommended by their supervisor(s) for promotion into a Professional position. The Director shall evaluate the recommendation and make the determination to move forward with a “year-to-year” Professional Service position within the guidelines of UHAP.

2. Criteria for selection of persons entering the position are:

- a) The individual must be a graduate of a professional school recognized and accepted by the American Veterinary Medical Association (AVMA) or be certified by the Educational Committee for Foreign Veterinary Graduates of the AVMA.
- b) The person must have licensure to practice in at least one state.
- c) The cumulative grade point average from professional school must be at least a 2.5 (scale 4=A).
- d) A search committee will be established for each new Veterinary Associate position. The search committee will evaluate each applicant’s curriculum vitae, professional school transcripts, references/contacts, and written materials submitted by the candidate, which express the individual's interest in the position and statement of personal, professional goals. For finalists, a personal interview will be conducted, finalists ranked, and a recommendation made to the Director as to which candidate should be selected. The Director has the discretion to accept the candidate, choose a different candidate, or continue the search. The Director will make contact with the selected candidate and offer the position. The Director will take responsibility for approaching additional ranked candidates, if the first choice does not accept.

3. In a training position, the maximum period of appointment will be for three years. Veterinary Associates may also choose the option of combining the residency with a graduate degree program chosen between the incumbent and the Director; in this instance, the training period may be extended. Admission to the graduate degree program may have additional program-specific

requirements. For those hired for specific job duties, the “year-to-year” position is expected to continue until the project is completed or until the Director chooses to end the contract under UHAP standards.

VII. Appointment to Assistant Veterinary Specialist

An initial appointment to Assistant Veterinary Specialist is made for one year, under a “year-to-year” contract option as described in Sections II and III herein. If year-to-year positions are converted to continuing-eligible appointments, the standards for continuing-eligible positions, as described in UHAP and section IV apply.

Appointment to Assistant Veterinary Specialist is made chiefly on the basis of past achievements and future promise. The position gives an individual the opportunity to develop individual potential and to demonstrate effective and productive scholarly, teaching or professional service abilities. To be appointed or promoted to this level, an individual must have obtained a D.V.M. degree and have either a minimum of three years’ experience in the specialty area for which the individual is being recruited or the person must have completed an accredited residency training program in an area of expertise (e.g. laboratory animal medicine, pathology, surgery, farm animal, etc.) pertinent to the position description or completed an advanced degree. An advanced degree and post-doctoral training are desirable. The quality of the training and the candidate's record should be weighed in the evaluation of the individual's potential.

VIII. Promotion or Appointment to Associate Veterinary Specialist

Appointment or promotion to Associate Veterinary Specialist is based on accomplishments. Excellence in teaching, service and/or scholarly work is to be considered, with emphasis placed according to the individual's position description and duties. The person should be specialty board-certified, or board-eligible with at least seven years of experience in the area of expertise. An advanced degree in the specialty area will count in lieu of some of the years of experience. For such promotion, the individual should have performed productive, independent or significant collaborative scholarly activity appropriate to their field of endeavor. This may include, but is not limited to, scientific or other research activities; publication of articles in appropriate journals or periodicals; development of brochures, manuals or other needed materials for the University community; publication of articles in popular publications; contributions to books or book chapters; or any other similar activity, which would portray significant commitment to excellence in their area of service. A reputation for excellence among peers at this and other institutions should be emerging, as evidenced by publications, grants, attendance and presentations at local and national meetings and symposia and service to the University, professional and/or public community.

A decision on continuing status, for those eligible, must be made before the end of year six (or seven if an approved delay in clock is utilized) in rank. Promotion is not required as a condition of continued employment for those granted continuing status or for year-to-year appointees.

Associate Veterinary Specialists with continuing status, or those on year-to-year appointments, with at least six years of service, may be recommended for promotion to the rank of Veterinary Specialist. The departmental P&C Committee shall review the case for

promotion at six-year intervals unless the candidate requests a review prior thereto or declines a review in writing.

Promotion to Associate Veterinary Specialist may be accompanied by a salary increase, if funding is available.

IX. **Promotion or Appointment to Veterinary Specialist**

The major criteria for promotion/appointment to Veterinary Specialist are the presence of a continuum of high quality scholarly activity, teaching and service. These may be evidenced by publications, successful competition for research grants or participation in funded, collaborative research, service on national and international committees, recognition as reflected by participation in meetings and symposia, and by letters of recommendation and evaluation from internal and external peers. For each individual, the balance between scholarly activities, teaching and service will be based on the primary function of the person's position, as indicated by the position description.

The prospective appointee should demonstrate a wider perspective and greater maturity of judgment than expected for junior academic professionals. Although difficult to characterize, these advanced attributes should be revealed in effective communication, strong leadership and research innovation, in cognizance of other fields and awareness of interdisciplinary interactions, and in acceptance of responsibilities in the Office of Research and Discovery, university and community. **Specialty board certification in a field of expertise is required.** An advanced degree is highly desirable.

For those professionals given initial appointments as a continuing-eligible Veterinary Specialist, evaluation for continuing status may occur any time after the first year. Continuing status must be granted prior to the end of the year six (or seven if an approved delay in clock is utilized) in rank.

Promotion to Veterinary Specialist will be accompanied by an increase in salary, if funds are available.

X. **Evaluation for Continuing Status and Promotion (UHAP 4A.3)**

- A. Decisions relating to promotion, continuing status, and renewal will be made in accordance with University rules and procedures. Final decisions on promotion, continuing status, and renewal will be made by the University President after considering all evaluations, recommendations, and other evidence submitted. Attainment of continuing status can only occur through specific notification by the President and may not result from inaction or inadvertence. The promotion must be to a position or rank previously established and approved by the Provost, the responsibilities of which have been defined by the department, and the college or division. A promotion recommendation should originate with the immediate administrative head and be reviewed at all appropriate administrative levels through the Office of the Provost.
- B. Peer reviews by the standing advisory committee on continuing status (Subsection 4A.3.02 a) will be part of the promotion review process for continuing status and

continuing-eligible academic professional employees at the college or division level and at the departmental level. Continuing status academic professional employees who conduct peer reviews must hold rank superior to the rank of the candidate being considered. Peer review may be sought outside the University.

- C. Promotion normally is effective at the beginning of the fiscal or academic year, as appropriate, following recommendation and approval. The Provost will make a final determination regarding promotion. Attainment of continuing status can only occur through specific notification by the President and may not result from inaction or inadvertence.

XI. Scheduling Continuing Status and Promotion Reviews

- A. Except for approved delays, a continuing-eligible academic professional employee's appointment will not be renewed more than five successive times, i.e., for a maximum of seven academic or fiscal years of service, including any terminal year appointment, regardless of rank or ranks held during the years of continuing-eligible service.
- B. Before the end of their third (or as adjusted for any approved delays) year of service, continuing-eligible academic professional employees will be informed by their immediate administrative head that they are being recommended for: (a) reappointment up to and including year six (or later in the case of an approved delay); (b) continuing status, with or without promotion; or (c) nonrenewal with a terminal year appointment. Before the end of their sixth year (or as adjusted for any approved delays) of service, continuing-eligible academic professional employees will be informed by their immediate administrative head that they are being recommended for: (a) continuing status, with or without promotion; or (b) nonrenewal with a terminal year appointment. This does not preclude consideration for promotion at other times, nor does it preclude a decision of nonrenewal prior to or at the next triennial review.
- C. Annual reappointments in rank for each year up to and including year five (or later in the case of an approved delay) may be made without review at the college and University levels, but must be based on the annual evaluations made by the department standing advisory committee on continuing status and by the immediate administrative head. The continuing-eligible academic professional employee is to receive written copies of these evaluation reports, which will include reference to any problem areas. In year six (or later in the case of an approved delay), a continuing-eligible academic professional employee will be reviewed through the normal review process at the department, college or division, and University levels.
- D. Continuing-eligible academic professional employees may be considered and recommended for continuing status during any year of service, but they must be considered during their sixth (or later in the case of an approved delay) year of service if, by then, continuing status has not been awarded.

XII. Continuing Status Clock Delays for Continuing-Eligible Academic Professional Employees

- A. The Provost has the sole authority to grant requests to extend the promotion clock for continuing-eligible academic professional employees, based upon good cause shown for either personal or professional reasons, as set forth below. The Provost's decision is not subject to further review.
- B. A continuing-eligible academic professional employee should submit a written request for a promotion clock delay as early as possible after the events or circumstances that form the basis for the request. Continuing-eligible academic professional employees may be asked to provide documentation supporting such a request. The University will not subject a continuing-eligible academic professional employee who has been granted a promotion clock delay under this Section to additional scholarship or service requirements above and beyond those ordinarily required to qualify for retention or promotion (see UHAP 4.A.3.01 for reasons for delay of clock).

XIII. UAC Criteria for Continuing Status and Promotion

- A. From UHAP: “Continuing status requires excellent performance and the promise of continued excellence in the candidate's assigned duties, which may include teaching, outreach, service, research, creative work, and scholarship. The University values an inclusive view of scholarship in the recognition that knowledge is acquired and advanced through discovery, integration, application, and teaching. Given this perspective, continuing status and promotion reviews, as detailed in the criteria of individual units, departments, and colleges, will recognize a wide range of original research-based contributions in peer-reviewed publications as well as integrative and applied forms of scholarship that involve cross-cutting collaborations with business and community collaborators, including translational research, commercialization activities, and patents. Decisions on continuing status will be based upon written criteria developed within each department or other administrative unit with participation of appropriate continuing status academic professional employees and approved by the dean or division administrator and the Provost. “Each unit will review these criteria annually and current copies of such criteria will be maintained in the offices of the immediate administrative head, the dean or division administrator, the Provost, and the Faculty Center.”
- B. As indicated by UHAP, continuing status requires excellent performance and the promise of continued excellence. UAC academic professionals have a wide range of responsibilities, from traditional teaching and research to clinical service, outreach, service on the Institutional Animal Care and Use Committee (IACUC), administration of various programs, and other responsibilities. Excellence in position effectiveness is the key to successful progress to continuing status and promotion to higher ranks. UAC academic professionals have established criteria for effectiveness in the areas of teaching, scholarly activity and service, and these are outlined below, with standards relating to what level of activity conforms to meeting the criteria of excellence.
 - 1. Teaching/Mentoring: UAC academic professionals have minimal participation in formal teaching programs, with percentage of effort often in

the 2-15% range of their overall position description. Participation in formal undergraduate teaching is achieved primarily through participation in ACBS 443/543 and similar classes. Participation in regulatory teaching for the IACUC, mentoring, and participation in graduate student advising/committees are also staples of veterinary teaching. Outreach to K-12 is also a mechanism for teaching, but it is considered in the category of service.

- a) Activities considered to be positive contributions to this area of responsibility, and the measures used to assess the quantity and quality of these activities are listed in the UAC Annual Performance Review: Process, Criteria, and Measures for Veterinary Academic Professionals.
 - b) Meeting the standard of excellence: This would include ratings from students in the exceeds expectation range (average of 4 or greater on TCE's; with a scale 0-5), positive peer/administrative reviews, and several contributions per year as listed in the UAC Annual Performance Review: Process, Criteria, and Measures for Veterinary Academic Professionals. Those participating in many activities, and who may have a lower TCE rating (i.e. 3.5 average) would also be considered excellent. A progressive improvement over time in the position would also indicate the potential for continuing excellence.
2. Research/Scholarly Activities: UAC academic professionals' position descriptions have a wide range of percentage of effort for this category, ranging from less than 5% to approaching 50%. Since some may have only a small amount of time allocated to this area, quality plays a much more important role than quantity. Those with higher percentages of effort also have higher expectations placed on them, since research plays a greater role in their day-to-day activities.
- a) Activities considered to be positive contributions to this area of responsibility and measures used to assess the quantity and quality of these activities are listed in the UAC Annual Performance Review: Process, Criteria, and Measures for Veterinary Academic Professionals.
 - b) Meeting the standard of excellence: One important measure relates to the completion of goals set by the faculty member with the Director on an annual basis. Goals for a person with 2% effort are clearly going to be different than those with 50% effort. Base goals are set for each year, with added goals, which may or may not be met due to time and other factors. Individuals who consistently achieve additional goals and set high standards for themselves will be recognized for their excellence. Candidates who are seeking promotion should have performed productive, independent or significant collaborative scholarly activity appropriate to his/her field of endeavor. This may include, but is not limited to, scientific or other

research activities; publication of articles in appropriate journals or periodicals; development of brochures, manuals, or other needed materials for the University community; publication of articles in popular publications; contributions to books or book chapters; or any other similar activity, which would portray significant commitment to excellence in the person's area of expertise. A reputation for excellence among peers at this and other institutions should be emerging as evidenced by publications, grants, attendance and presentations at local and national meetings, and symposia. There must be promise of continued excellence, as evaluated by peers, the Director, and external reviewers.

3. Professional Service: For University Animal Care faculty, service is generally the area of highest percentage of effort and is comprised primarily of service to our customers, the research community, and to the animals for which we provide care. Our service component is divided into 1) service to customer base of UAC, 2) service to UAC through participation in the management team and other departmental activities, such as clinical care and animal welfare, 3) service to the wider university community, and 4) service to the profession, public, or community. Service becomes an increasingly important activity as the faculty member advances through the levels of ranks. Outreach is a form of scholarship that is particularly important to a land-grant institution; it involves delivering, applying, and preserving knowledge for the direct benefit of external audiences in ways that are consistent with University and departmental missions. Membership on committees, with emphasis on leadership positions, is important. Activities in professional societies at the state, regional, or national level are included. Consultation to individuals or organizations to the extent that it is within the candidate's professional area and enhances the reputation of the university is also valid.
 - a) Activities considered to be positive contributions to this area of responsibility and measures used to assess the quantity and quality of these activities are listed in the UAC Annual Performance Review: Process, Criteria, and Measures for Veterinary Academic Professionals.
 - b) Meeting the standard of excellence: Service to the department and research community is excellent when a high level of service is consistently provided and may be measured by feedback from UAC staff and customers. However, many times when internal and external customers are asked for this feedback, it is not provided, so the peer and administrative review process becomes key in this area. The annual performance evaluation rating from peers and the Director usually provides the best measure of service. Excellence in university, professional, and outreach can be evaluated by extent of service (time spent, number of committees, organizations, leadership roles), feedback from organizations, and awards and honors attributed to outstanding service are also important. Recognition of the individual

as a strong leader in university committees and other service opportunities, and similar recognition of the academic professional's role in the broader professional community also indicate excellence.

4. Administration: Most UAC academic professionals have a percentage of their position description allotted to Administration. This includes oversight of specialized units or areas in the department (e.g. Clinical Services, Surgical Services, Pathology Services), specific internal or external animal facilities (e.g. the Southern Arizona Veterans Affairs Health Care System), or an organization (e.g. Southwest Association for Education Biomedical Research (SwAEBR)). Academic professionals must understand and implement university policies and procedures relative to fiscal, personnel, organizational, and resource management. Successful administrators will efficiently use available resources to promote a productive, effective, and supportive working environment, while ultimately directing their efforts towards meeting the mission and goals of their department, unit, and/or program.
 - a) Activities considered to be positive contributions to this area of responsibility and measures used to assess the quantity and quality of these activities are listed in the UAC Annual Performance Review: Process, Criteria, and Measures for Veterinary Academic Professionals.
 - b) Meeting a standard of excellence: Excellence as an administrator is demonstrated by the success of the section or process administrated. This may vary, but is recognized by such things as high numbers of accessions in the Pathology Services Laboratory, significant numbers of submissions for essay contests for SwAEBR, student success at science fair competitions, recognition by peers, customers, and higher administrators for the success of the division, section or process. Peer and administrative review in the annual review process will point out excellence.

XIV. Promotion And Continuing Status Review Process (4A.3.02)

- A. Standing Committees: The information in this section is based on the UHAP section referenced above. Please see UHAP for all details; only pertinent details to UAC are presented.
 1. As UAC has sufficient numbers (3 continuing status professionals), UAC will maintain a Standing Advisory Committee. As necessary for reviews, outside members with rank higher than individual veterinarians coming up for the 3, 6, and/ or other applicable review time points will be added to the Committee, as needed. This committee meets independently from the Director, but documents its recommendations to the Director.
 2. The 3-year review proceeds just through the UAC Standing Advisory Committee (SAV) and the Director.

3. For at least the six year review and any early promotion and/or continuing status review for granting of continuing status, each candidate will continue through all levels of review: SAV; Director; Office of Research and Discovery, Standing Committee on CS and Promotion; SVPR; University Standing Committee on Continuing Status and Promotion; Provost; and in some cases, President.
 4. The Director and the UAC unit Standing Advisory Committee on Continuing Status should meet with the continuing-eligible academic professional employees at least once a year to review continuing-eligibility criteria and to answer questions. Continuing-eligible academic professional employees are expected to familiarize themselves with the continuing-eligibility criteria applicable to their units. Continuing-eligible academic professional employees experiencing or anticipating difficulties in meeting applicable continuing-eligibility requirements should discuss the matter with their immediate administrative head and unit Standing Advisory Committee on Continuing Status at the earliest date possible.
- B. Decisions on Nonrenewal, Promotion, and Continuing Status: The Provost will decide whether to non-renew, to promote continuing status or continuing-eligible academic professional employees, and to grant continuing status to continuing-eligible academic professional employees as the last step in the levels of review in Section 4A.3.02.c. A continuing-eligible academic professional employee who has been denied continuing status will be offered a terminal year contract.
- C. Appeals to the President: In cases where the Provost has decided not to renew or not to grant promotion or continuing status to a continuing-eligible academic professional employee, or not to promote a continuing status academic professional employee, the continuing status or continuing-eligible academic professional employee may appeal the denial to the President. Such appeals must be filed in writing with the Office of the President within 30 days after the date of the Provost's decision. The President may extend this timeline for good cause. The President's review will generally be limited to the record compiled under Section 4A.3.02. However, the President may seek or may ask the departmental Standing Committee on Continuing Status to seek additional assessment from outside the department and/or the University regarding the candidate's professional accomplishments, stature as viewed by peers, and scholarly potential. If requested, these assessments are to be commented on successively by all levels of review previously involved, and then forwarded for the President's consideration. Outside assessments will be solicited with the promise of confidentiality. In selecting peers to provide such assessments, the spirit of the guidelines and procedures used by the candidate's home department will be followed.
- D. Within 90 days of the President's receipt of the written appeal, the President will issue a written decision to the continuing status or continuing-eligible academic professional employee and will provide copies of the decision to the Provost, the appropriate dean or division director, and the immediate administrative head. The President's decision is final unless the Committee on Academic Freedom and Tenure

subsequently recommends that further review or action be taken by the President. In that case, the President may direct that additional review or action be taken; otherwise, the matter is not subject to further review.

XV. Suspensions And Terminations Of Appointments (UHAP: 4A.4)

This section applies to resignations, suspensions, dismissals, non-renewals, and releases, including both voluntary releases and those arising from program changes and financial emergencies. Further information on dismissals and releases due to budgetary and program changes is found in ABOR-PM 6-302(G), (H), and (I). Details of the reasons for various actions are detailed in UHAP and are briefly summarized below.

- A. Resignations: Continuing status and continuing-eligible academic professional employees who intend to resign will notify their immediate administrative head in writing of their intention as early as possible.
- B. Suspensions or Dismissals: The suspension or dismissal of continuing status academic professional employees is governed by ABOR-PM 6-302(G) and 6-302(I). Just cause is required to dismiss a continuing status or continuing-eligible academic professional employee, and will not occur until such employee has been given an opportunity for a hearing as prescribed by ABOR-PM 6-302(I). The Committee on Conciliation, established under the Constitution and Bylaws of the General Faculty of the University of Arizona, will constitute the conciliation committee required under ABOR-PM 6-302(I)(3) and the Committee on Academic Freedom and Tenure, which was established under the Constitution and Bylaws of the General Faculty of the University of Arizona, will constitute the committee to conduct formal hearings required under ABOR-PM 6-302(I)(4). The rules and procedures provided in the Constitution and Bylaws for the respective committees will govern the conduct of the hearings except where specific provisions of ABOR-PM 6-302(I) provide otherwise.
- C. Decisions on Nonrenewal: Decisions to non-renew a continuing-eligible professional employee will be made by the President upon recommendation of the Provost following the levels of review in Section 4A.3.02.c. The continuing-eligible academic professional is not entitled to a hearing either prior to or subsequent to the President's decision. A non-renewed continuing-eligible academic professional employee will be given at least a 90-day notification of the nonrenewal prior to the end of the appointment period. Failure to provide a 90-day notification of a nonrenewal will not constitute an automatic renewal of an appointment. If the University fails to provide at least 90 days' notice, the continuing-eligible academic professional employee's appointment will be extended for a period of at least 90 days following the date on which the University provides such notice.
- D. Notice of Recommendation: At the time a recommendation regarding renewal, nonrenewal, promotion, or continuing status is transmitted by the immediate administrative head, the dean, or division administrator to the next administrative level, the continuing status or continuing-eligible academic professional employee involved should be advised in writing of the nature of the recommendation. The continuing status or continuing-eligible academic professional employee is not

entitled to a statement of the reasons for the recommendation.

- E. The Provost will decide whether an individual will be promoted, granted continuing status, or not renewed. In the case of nonrenewal of a continuing-eligible academic professional employee after their second year of continuing-eligible employment, a terminal contract will be offered for the next appointment period. A continuing-eligible academic professional employee whose appointment is not renewed or who is denied promotion or continuing status may request a statement of reasons for that action, and upon request, will be provided a statement of reasons. The denial of promotion or continuing status or the decision not to renew need not be construed as due to failure or poor performance on the employee's part. Considerations such as the need for a different area of specialization or for new emphases; the lack of a continuing status position; the need to shift a position or resources to another department or unit; or the opportunity for an alternative program may dictate that the individual not be promoted, granted continuing status, or renewed.
- F. Release of Continuing Status and Continuing-Eligible Academic Professional Employees: Termination of the appointment of a continuing status academic professional employee or a continuing-eligible academic professional employee because of institutional financial emergency or reorganization will be designated a "release". The Provost will be informed of all release actions before implementation of the action. Additional standards are found in UHAP regarding this.

XVI. Annual Performance Reviews Of Academic Professional Employees (4B.2)

This section applies to annual performance reviews of academic professional employees. In accordance with ABOR-PM 6-304, such employees are expected to participate and cooperate in evaluations to assess and enhance their performance. Thus, UAC Professional employees will have an opportunity to participate in the preparation of evaluation guidelines and in the evaluation review process. The evaluation system should permit sufficient flexibility to adapt procedures to individual or organizational unit circumstances. Details of the requirements for this process are detailed in the section above. UAC Professionals have created a criteria document for this purpose; the document is entitled "Annual Performance Review: Process, Criteria, and Measures for Veterinary Academic Professionals". This document is reviewed periodically to ensure it meets with current UHAP standards.

Chapter 4, UHAP contains many additional standards regarding the employment of professionals; each UAC academic professional is expected to become familiar with these.