

A comprehensive approach to faculty members' promotion policies

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ABSTRACT

Background: Promotion of human resources of organizations is one of the aspects of human resource management which is important and adopting appropriate policies in this area could have a significant impact on the progression of the organization. Promotion system of faculty members in higher education institutions plays a major role in directing their scientific activities and as one of the most important components of performance improvement and retention of faculty members is an essential part in the academic success of faculty members and universities, therefore has a special position in higher education policymaking. Considering the importance of faculty members' promotion system, we decided to conduct a study in this area. **Methods:** This study was conducted using the methodology of critical review. Related terminology was selected and extensive and structured search of texts were conducted. 280 texts and articles were achieved. Then according to purposive sampling screening of texts was conducted in three stages: (A) Initial or title screening, (B) Secondary screening, (C) Tertiary screening. 45 articles were analyzed. **Results:** Universities review the competencies and merits of faculty members and interfere this merit-based evaluation in faculty members' promotion. Faculty members' activities are evaluated in the areas of education, research and administrative services by promotion committees. Weighting these areas is different according to universities and departments but educational activities are one of the most important and essential areas in faculty members' promotion. There is direct connection between the level of promotion and the extent of promotion candidates' educational excellence at all levels of promotion. This educational excellence and reputation of faculty member should be at the college level at the Assistant professor rank, at the national and regional level at the associate professor rank, and at the national and international level at the professorship rank. Strengthen students' independent thinking and reasoning is outstanding advantages of educational criteria. In research area in addition to the number of articles, articles quality and number of citation is important. Many universities continue the promotion process after professor rank. Some universities apply the policy granting promotion to faculty members only according to excellence in teaching or research.

Keywords: faculty member, promotion, policy, critical review.

Introduction

In higher education, faculty members are one of the main capitals that have the duty of training of specialized staff, are responsible for providing scientific, and research services. Thus, the development and growth of higher education institutions is due

to the favorable efficiency of faculty members and poor performance will lead to make a crisis in the direction of evolution and development of institutions and eventually eliminates them from the academic competition ^[1]. The existence of an appropriate and effective human resources management system can increase the organizational efficiency and performance through an effective management of faculty members. Promotion system of faculty members plays a major role in directing their scientific activities ^[2] and is one of the most important components of vitality and performance improvement, training and retention of faculty members and also is an essential part in the academic success of faculty members, institutions and universities, therefore has a special position in higher education

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policymaking so that is considered as a part of definition of university^[3, 4].

Promotion system of faculty members in University of Medical Sciences is more complex than other sciences because of the extension activities, especially health care services in medical academic centers, their role in the health system and their presence in the field of clinical arena and not limited to the evaluation of research and educational activities^[5].

According to extensive activities of faculty members in various research, services, educational and managerial fields^[6], it is necessary the promotion system to be able to evaluate all of faculty members activities and can provide a clear picture of their performance and conduct universities towards excellence and fulfillment of their mission and goals^[7]. Considering the importance of faculty members' promotion system, we decided to conduct a study on faculty member's promotion policies. Recognition of these policies can provide appropriate vision that universities be able to benefit other universities experiences, by taking into account their native and specific conditions when developing and revising promotion policies.

Materials and Methods

A preliminary review was carried out, that showed the number of articles and documents are non-research and commonly for non-research documents, review methods will be used. The review has the variety and since the goal was to achieve a degree of conceptual innovation and synthesis, a critical review methodology was used. In a critical review, at first texts were widely and extensively searched and then their quality will be evaluated critically. Evaluation of articles is beyond the mere description and includes a degree of analysis and conceptual innovation. After a brief survey, the articles are ranked based on conceptual and contextual richness in relation to the subject of the research and deep and rich study of articles begins^[8].

According to the study topic, related vocabulary were selected and extensive search was conducted, and 280 texts and articles were achieved at this stage. Then, according to purposive sampling, screening of texts and articles was conducted in three stages: (A) Initial or title screening, based on the titles which are relevant to the management of faculty members' promotion. (B) Secondary screening, which was performed according to the study of summary and the introduction of texts. (C) Tertiary screening: At first, the articles were briefly studied and related articles were prioritized based on the conceptual and textual richness on the subject of research, and irrelevant articles were excluded from the study. Then a full and deep study was begun from the richest articles. 45 articles were analyzed.

Results

Reviewing faculty members' promotion policies in some world universities such as America, Canada, England, Australia, Turkey, South Africa, Ireland and New Zealand suggests the following:

At the University of North Carolina at Pembroke all faculty members activities in three areas of education, research and services to be evaluated. According to the significance of education 52 to 72 percent by weight of evaluation related to this area and the weight of research and services are 32 to 42 percent^[9].

University of California Davis and Minnesota introduce the following areas for faculty members' efforts: education, research, patient care, professional development and self-empowerment. Minnesota Medical School also adds the area of citizenship.

Performance criteria for faculty members at the University of Missouri, is according to its mission and goals. Faculty members are expected adhere to the requirements and ethical standards in all fields of performance.

The objectives and criteria of faculty members teaching effectiveness consists of two parts produce intellectuals and present exceptional styles or teaching qualities. Up to 52 percent by weight of education evaluate related to students. University research mission is that the research process supports the overall mission of the university, development and transfer of knowledge, participation of students, improving teaching quality and usefulness the results of basic and applied research. Faculty members service performance has three target: support participatory management, support organizational needs and benefit the community^[10].

At Boyce University, faculty members' performance is evaluated in four areas of education, scholarship, research activities, administrative services and professional preparation. Two criteria of education and scholarship has a significant impact on achieving the university mission and goals and is an essential part of faculty members promotion. Administrative responsibilities cannot be replaced by educational and scholarship activities. To earn the rank of associate professor 5 years full-time teaching experience is necessary in assistant professor rank. To earn the rank of professor, the applicant should be achieved to the highest level of academic success in promotion criteria and have full-time experience of scientific activity for 8 years in prestigious universities^[11].

At the University of Oregon formal and non-formal advising students and supervision of students performance also are as educational tasks and be evaluated. In this evaluation the number of students consulted and supervision- advisory services by faculty members is not considered but the innovation in the service and their effectiveness is desired and its effectiveness is measured through systematic surveys of students^[12].

At Harvard University faculty members' promotion process for medical and dental schools follow the same regulations and is flexible. Scholarship criteria at all levels is an essential part of the promotion. There is expected excellence in the main axis of faculty members' activities, education, that evidences should be presented. There is direct connection between the level of promotion and the extent of promotion candidates' educational excellence at all levels of promotion. The educational excellence and reputation of faculty member should be at the college level at the Assistant professor rank, at the national and regional level at

the associate professor rank, and at the national and international level at the professorship rank ^[13].

At the University of Colorado, recruitment is possible only will be awarded because of the faculty members' reputation and academic excellence at national and international level. For faculty members who are the best in their areas of expertise or excellence in scholarship could also be the reason for this selection.

The decision to hiring and promoting faculty members is based on the summary evaluations of faculty performance that has been achieved and should the faculty members' performance standards are met:

- Teaching, educational scholarship, awards or other evidences of his success as a superior faculty member, syllabus formulation, teacher evaluations by students and evaluations conducted by colleagues through classroom observation and self-assessment that a brief description should be prepared for it.
- Documents relating to research, innovation and scholarship, clinical and professional practice of faculty member, a collection includes of articles, book review, researches and related awards and all the evidences of his success in this field should be provided and self-assessment that a brief description should be prepared for it.
- Documents related to faculty member administrative activities and self-assessment report completed by him and any other information that the faculty member believes will be effective in changing his situation be placed in this collection. Documents review related to faculty member's activities is done by school officials on the specific period based on their portfolio.

To promotion the level of associate professor; the applicant must be at the highest level of superior educational experience, the high volume of research activities, scholarship, innovation and clinical and professional services on initial reviews. For promoting to the rank of full professor, the candidate must be excellence in the area of education and also in research, innovation and scholarship should be in the ideal and stable condition ^[14].

To promote the University of Wisconsin faculty members, educational performance, scholarship, professionalism, public service and cooperation at the university will be judged. Professional status, public services and participate in university activities placed on the service category. Promotion candidate sends his performance report electronically to school. This report includes faculty member self-assessment, school and a college president reports. Promotion criteria are:

1. education, the vast amount of educational activities is inside and outside the classroom and lab. Education quality is measured by faculty member success in his profession, and attempting to advance students in achieving educational goals. Expected him proposed as a good teacher in assessments and presented several evidences about the effectiveness of his education. Who his educational capabilities are at a low level, although in scholarship performance is an excellent level, cannot be promoted.

Evaluation documents of faculty member's educational performance include self-assessment report, peer review evaluation and student's evaluation about their teaching. These reports are presented on the applicant's portfolio. The effectiveness of faculty members teaching is achieved, through implementation of the following:

- negotiate with the applicant about his philosophy of education and professional growth
- discuss about curriculum expectations and the extent of its achievement
- Negotiations about his approach to his evaluation score
- discuss the ways is used to measure his teaching effectiveness

The results of interviews with him and his educational evidences are used to judge his performance. The most important activities that have a significant effect on faculty member's educational performance include: the ability to use new teaching techniques, cooperation in workshops, institutes, seminars, participation in professional organizations and attend their meetings, develop new discipline and courses, providing the curriculum resources such as textbooks and peer observation during teaching.

2. Scholarships and innovative activities; the definition that university provides the meaning of scholarship is, activities that is done by faculty members through the discipline for discovery, application or use of knowledge. Scholarships may be recognized with activities such as scientific valuation, using appropriate methods to provide one or more unit and external peer evaluation.

Examples of this performance area including applied and basic researches, application of new available knowledge, integration of knowledge, innovative efforts, development and analysis of educational methods, original researches and research projects that lead to advance basic science, published articles in reference educational journals, published dissertation by scientific publications and presentation at specialized national or regional conferences, evaluation activities is done to measure students learning progress and educational awards.

3. Administrative services; these activities classified in three areas of professional, academic and social services and documents will be evaluated ^[15].

At the University of Toronto, the greatest weight is given to excellence in the field of scholarship. As well as excellence in teaching is considered. Excellence in each of the areas of education and research alone and in subsequent years can promote the faculty member. Administrative services also to be considered with less weight. The term 'wide reputation' is typically interpreted as the achievement of national recognition for promotion to Associate Professor and international recognition for promotion to Full Professor. In this University Promotion Committee is consists of three committees: 1-Internal education

committee 2-Internal research committee 3-Tenurship committee

Internal research committee has three members and only review the educational achievements and also observe the faculty member teaching. This committee reports results to tenurship committee. Internal research committee also has three members that review and assess research achievements and send the results to tenurship committee. Tenurship committee has 7 to 8 members, 2 members within the department and two members outside the department.

An effective teacher must provide strong evidences at least three of the following: Mastery of the subject area, skill in one or more of: lecturing to large groups, facilitation of small groups, one-to-one teaching, and supervision and mentoring in clinical departments, the ability to employ appropriate educational methods, the ability to stimulate and challenge the intellectual capacity of learners, be a professional role model, professionalism in teaching that includes respect for students and colleagues, sensitivity to diversity; ability for self-assessment and participation in ongoing professional development and accessibility to learners. To evaluate these features attention to quantity of teaching, evidences of sustained contribution over time, accessibility to students and to evaluate the educational quality, student assessment and observation of colleagues from the classroom is considered.

The university policy for promotion to the rank of professor is that maximum weight will be given to high-quality scientific educational achievements. The decision to promote this rank is based on the applicant's achievements in education and research area and some of the services provided to the university. This policy states that the promotion applicant is expected to have reached a wide reputation in his functional area (at national and international level) and have a deep integration with scientific work and to be recognized as an effective teacher however, excellent performance in education or obtain an excellent rating in research can be considered the only criterion and leading to the promotion if has continued more than a few years. Providing services to the university for promotion to be considered with less weight than the main criteria.

For those in a tenure-track position, the decision to grant tenure is usually accompanied by promotion to Associate Professor. It is possible to promote a candidate to Associate Professor prior to the tenure decision, but this is unusual and sometimes promotion to Associate Professor is independent the decisions of tenure (such as early promotion, promotion from clinical position or full-time faculty ^[16]).

At McMaster University faculty member's scientific evaluation focused on their abilities and achievements as teachers, scholars and academic citizens. Evaluations of the faculty members first will be done at the school-level by the relevant committees and their educational and scholarship roles are considered as the main tasks and no worthy performance in administrative responsibilities level cannot be replaced these duties. Evaluation of faculty members is based on the general and specific criteria.

General criteria include;

1. The effective education; the applicant should provide evidences for the effectiveness of his teaching. He should be able to evaluate the performance of students with appropriate and effective manner addition to the ability of subject realization to the students. The promotion candidate must prove that he is a proficient and superior professor and is at the highest level of the performance of a faculty member, and this is the primary criterion for judging the performance of the faculty member. This performance includes all educational activities, development and preparation of lessons and educational resources with lecture presentation and group discussions, accompany students in different educational areas, outpatient and laboratory education, taking examinations, continuing education and supervision of student researchs. Assessing the applicant educational performance is on the basis of student and peer evaluations. For this purpose, interviews with faculty members about the syllabus, examinations, lessons taught, interviews with students and alumni, student questionnaire and peer observation of applicant classes are used.
2. The merit in scholarship, research for new knowledge or new descriptions of the knowledge is one of the essential components of faculty members' scholarship performance at the modern university. Educational scholarships are essential component for promotion. It is expected that the applicant has scholarship activities in his area of expertise. Articles, publications, research grants, educational reputation especially for promotion to professor level should be at the international level.
3. The administrative responsibilities; it is expected that the faculty member activate at university committees as an academic citizen. However, this task is no substitute for effective teaching and mastery scholarship but dissatisfaction with this performance is an important factor in delaying his promotion ^[16].

Overall researches suggest that at the universities of America weighting the criteria of education, research and service are different according to university and department. In addition to the number of articles, articles quality and number of citation is important. As well as departments play a major role in promoting faculty members and the promotion committees are formed in departments that are responsible for review the applicant dossier and then results will be sent first to Dean and then to chancellor for decision making ^[17].

Many universities and institutions continue the promotion process and grant distinguished professorship rank to faculty members who are achieve to supreme academic dignity at national and international level in their area of expertise. For example, in Canadian universities this rank granted under the title University Professor to eligible Full Professors ^[18].

At universities in America there is a program under the title Program Distinguished Faculty Rank which aims are to encourage and create ongoing commitment to excellence, creating faculty members' intellectual refreshing, improving educational

standards and increase participation in services. These faculty members should have scientific reputation, exceptional education, fame in professional ethics and goodness in executive management. Granting this rating is based on exceptional achievements in research, teaching and clinical care.

Candidates should have full-time tenured Full Professor Rank, outstanding dossier and innovative achievements that have a major share and high impact in their discipline and expertise. Candidates should have excellent performance in at least 2 of the following areas: education, research, scholarship and clinical care. Strong moral character and good citizenship history is also necessary. The faculty members expected continues high performance after receiving rank. Faculty member will have the title until retirement and then change his title to Distinguished Professor Emeritus. This appointment is the highest academic rank at state universities and granted only by the university Board of Trustees^[19].

In many universities also granted endowed chair to faculty members. Endowed chair is awarded to outstanding faculty members and provides financial support beyond the salary to be used in research, teaching and services activities that is a powerful tool to recruitment and retain faculty members^[20].

At Turkish universities a lot of attention has been considered to area of education in faculty promotion. Educational standards of promotion include the following: 1. the quality of teaching is based on surveys of students 2. The quantity of teaching at different educational grades 3 advise Bachelor Project 4- advise or supervise theses and dissertations. 5- Developing new course 6- Developing laboratory course 7. Create a new academic discipline 8. Creating new educational trends 9. Establishing laboratories 10. Participation in development of department curriculum 11. Availability for coordination with colleagues in order to educational and research activities 12. Expressing interest to promote their scientific and educational activities 13. Provide teaching materials beyond the mere transfer of knowledge and trying to create a learning environment that encourages students to evaluate their independent thinking and reasoning 14. Fair behavior with students and respect their intellectual interests and backgrounds.

Research standards of promotion at Turkish universities include the following: 1. The publication of indexed and non-indexed scientific articles 2-The publication of scientific research and review articles 3. The publication of full articles and abstracts in the proceedings of conferences 5. Translation and writing books 6. Edit scientific books 7. Patent or discovery 8. The novel and worthwhile artwork 9. Presentation scientific reports and management of research projects 10. Presentation scientific literary and artistic works in Festivals 11. Production of technical knowledge, conversion of laboratory samples to industrial and commercial samples 12. Evaluate and monitor research projects 13. The critical edition of books 14.Criticism of scientists' ideas and innovations 15. Provide new theory 17. The publication of a translation an article or chapter of book 18. Letters to the editor in specialized journals 19. Presentation of lecture and poster at conferences 20. Editor conference proceedings 21. Cited by other authors 22. The editor and member of the editorial board

of the professional journals 23. Reviewing specialized journals 24. Membership of evaluation groups or judgment awards 25. Reviewing papers, projects and books 26. Publication specialized reports for international organizations 27. Provision of scientific advice to organizations 28. The ability to provide seminar in in English with the language acceptable level 29. Carry out studies or researches at internationally recognized abroad institutions At universities in South Africa (Cape Town, Rhodes), Ireland (Dublin, Limerick, Cork) and New Zealand (Otago, Massey) as well as has been given particular attention to faculty members promotion educational aspects this indicates the importance of the issues of education at higher education system in these countries. At these universities criteria are:

1. Updating teaching methods and content based on research
2. Create an encouraging environment for students' active participation and independent learning
3. Planning and participating in various activities to assess and improve their educational activities
4. Familiarity with the teaching and learning principles, research and presentation of works in this area
5. Innovation and efficient use of opportunities, methods and a variety of tools for enhance the quality of learning
6. Cooperation with other faculty members in areas related to educational activities
7. Innovation and effective use of assessment methods to improve the quality of teaching and enhance the learning
8. Role playing in formulating policies and educational programs and evaluation at the national level
9. Create a social, communicational and understanding space for students' participation and collaboration with different interests, abilities and problems in educational activities
10. Election by the authorities outside the university in various fields of educational activities
11. Participation in student admission processes at university
12. The extent and variety of educational activities
13. Attention to the ethical aspects of the course material

Noticeable aspects of research criteria at these countries include:

1. continuity and orientation of research activities
2. Research collaboration with other faculty members
3. Presentation of works in the form of computer and multimedia
4. Dynamism, innovation and updating in research methods and topics
5. Proposed as an expert
6. Be invited as a visiting lecturer at conferences
7. Completion personal promotion activities such as sabbatical
8. Observing the ethical aspects of research^[21].

At universities in England (Cambridge^[22], Manchester^[23] and Australia (Western Australia^[24], Melbourne^[25]) education arena is also very important in faculty members' promotion. Highlights of the promotion educational criteria include: 1. Attention to the level of students' knowledge, abilities, needs, problems and backgrounds 2. Consideration of cultural diversity in education 3. Alignment educational goals, teaching and evaluation methods 4. Providing timely and appropriate guidance in all scientific and executive fields of research 5. Amount of role of produced educational materials in the making improvement and evolution in education 6. The use of materials produced in educational groups or other universities 7. Review educational materials produced by other faculty members 8. Success in obtaining financial support for the development or publishing educational

materials 9. Cooperation in attracting graduate students as an assistance instructor 10. The results of independent reviewers' opinion in national and international level about individual educational activities 11. Creation and expansion of educational communication networks with other institutions 12. Carry out educational activities with high and continuous income for department 13. Informal help to students in develop thesis 14. The results of the student members' opinion of promotion committee 15. Strengthen students' independent thinking and reasoning

Discussion and Conclusion

According to the results it can be said that universities review the competencies and merits of faculty members in evaluation and involve this merit-based evaluation in faculty members' promotion and academic success^[26]. Should be acknowledged about the policies that universities apply in faculty members promotion and especially on the importance of education area and faculty members quality of teaching, faculty members when can fulfillment their educational responsibilities that the quality of education, such as research play an important role in their promotion. For this that education also has a special place should be allocated a fair share to education and research activities in promotion and pay attention enough to faculty members teaching quality score. Giving too much importance to the research area and ignoring the importance of education causes faculty members give more importance to carry out research projects and this factor, along with having administrative responsibilities, reduce the time spent on the educational activities^[27].

Educational activities are one of very important area and the most essential aspects are expected at the academic environment. Inadequate attention to education could lead learners' education; the main goal of universities changed and is diverted from their main direction during the time.

About the promotion criteria in the area of education, updating teaching methods and content, research-based education and familiarity with the principles of teaching and learning in related specialized areas are the main points of the educational criteria of universities. Utilization of new research findings and ongoing review of curriculum and educational materials used by faculty members is the manifest achievements application of these criteria. If such a goal is placed on the faculty members' horizon will lead to education dynamics and thereby improve the scientific level and the social life of community.

Another important issue is that being a faculty member is an educational activity that as much as associated with scientific ability, has a close relationship with teaching and learning, hence familiarity with the principles of teaching and learning can be considered as an important promotion criterion. This is directly will be effective in faculty members' educational activities and the quality of the learning. Strengthen students independent thinking and reasoning that be considered at universities promotion system is outstanding advantages of educational criteria. For example taking into account the cultural diversity in education, doing duty responsibly and sympathetically of students' researches in the

scientific and administrative area and collaboration to attract graduate students as a assistance instructor indicate leading faculty members in the direction that be considered students and learning activities as an axis of their own educational activities. What educational criteria of promotion mentioned is that faculty activities can be evaluated and directed toward the initiative in creating new educational opportunities and beyond the individual activities to promote educational activities of university as a unified and coherent collection. Educational activities that have effects beyond the university level can expand educational communication networks with other universities. Such an expansion can enhance the learning and cause universities mutual use with each other's capabilities.

In research criteria of promotion cited by other researchers is the criterion that is considered in countries such as Turkey, England and Australia. This criterion can represents of usability and noteworthy of faculty members researches and published works. The emphasis on continuity and direction of research activities which can be seen in promotion criteria causing faculty members instead of focusing solely on publication of the works and increase in the number of articles that may sometimes lead to the fragmentation, follow the certain concern that can troubleshooting some issues related to community in their scientific field.

In addition to professional competencies and ability of scientific education and research, the evaluation of faculty members' moral and individual characters should also be considered as an important indicator in their evaluating and promoting. Characteristics such as discipline, compassion, good morals, adherence to legal issues and job responsibilities, regard professionalism and ethics is the basis that all faculty members should be required to follow it^[28]. Pay attention to ethical principles in the daily behaviors and activities of faculty members including education, research, service and private work is important^[29]. It seems the issue of ethics in higher education needs more work and effort and increasing concerns about the loss of moral boundaries at institutes of higher education causes a lot of activities of higher education shall be challenged and affected. In this area respect to the evaluation of faculty members' activities in terms of attention to ethical issues is useful and desirable^[30].

About the committees responsible for promoting faculty members it seems due to differences between the composition and goals in various schools and educational groups, before providing documents to the university promotion committee, a committee in department and then in school should be established for the decision making about applicant achievements and promotion requirements and documents to be examined. Schools Committee members should be elected by faculty members and are famous in ethics and neutrality and be replaced periodically^[26].

Documenting the activities carried out by faculty members in the form of portfolio is also as a reliable method for evaluating the faculty members' performance for promotion, recruitment and decisions about salary^[31] and portfolio is considered of the most

logical methods of quality assessment and facilitate evaluating the effectiveness of faculty members performance^[32].

Policy granting rank promotion to faculty members only according to excellence in teaching or research is an appropriate policy to increase motivation and qualitative improvement of university and should be considered.

Considering promotion policies after taking rank of professor such as the granting of distinguished professorship or endowed chair to faculty members who are achieve to supreme academic dignity at national and international level in their area of expertise also is an appropriate and noticeable policy to create and maintain motivation among faculty members, improving educational standards and increase participation in services as well as appreciation of outstanding faculty members that universities administrators can use this policy as a powerful tool to recruitment and retain faculty members.

According to that faculty members have extensive job descriptions of teaching, research, service, administrative activities and personal development, revising and updating policies and processes of faculty members' promotion is one of the effective factors to job satisfaction of faculty members.

Appropriate establishment of faculty members' promotion system requires realization defined performance criteria based on the mission and goals of universities. What should be considered after the establishment of any system is evaluation performance of system and systematic and regular assessment of performance based on system is explained. Quality assessment, homogenization processes, the use of experts in the school and university committees and promoting faculty members solely on the basis of their competencies and merits are the factors affecting the process of promotion.

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