

**University of North Texas Health
Science Center**

School of Public Health

**Promotion and Tenure
Process and Guidelines**

Approved November 2013

Table Of Contents

University of North Texas Health Science Center School of Public Health Promotion and Tenure Process and Guidelines

A.	Promotion and Tenure Committee	1
1.	Overall Role	1
2.	Composition of Committee	1
3.	Specific Responsibilities of Committee	2
B.	Procedures and Deadlines	3
1.	Three Year Interim Reviews	4
2.	Promotion from Instructor to Assistant Professor	4
3.	Promotion from Assistant to Associate Professor and/or Conferral of Tenure	4
4.	Promotion from Associate to Full Professor and/or Conferral of Tenure	6
5.	Post-Tenure Review	7
C.	Portfolio Material Requirements	7
1.	Promotion from Instructor to Assistant Professor	8
2.	Three Year Interim Review	8
3.	Promotion to Associate Professor and/or Conferral of Tenure	9
4.	Promotion to Full Professor	9
5.	Post-Tenure Review	10
D.	Promotion and Tenure – Guidelines and Criteria	10
1.	Expectations of Scholarship	10
a.	Research	11
b.	Teaching	11
c.	Service	12
2.	Promotion from Instructor to Assistant Professor	12
a.	Overview	12
3.	Promotion from Assistant to Associate Professor, and/or if a Tenure-Track Position Conferral of Tenure	12
a.	Overview	12
b.	Research Guidelines	13
c.	Teaching Guidelines	14
d.	Service Guidelines	15
e.	Scholarly Trajectory	15
4.	Promotion from Associate Professor to Professor, and/or if a Tenure-Track Position Conferral of Tenure	16
a.	Overview	16
b.	Research Guidelines	16
c.	Teaching Guidelines	17
d.	Service Guidelines	17
e.	Scholarly Trajectory	17
5.	Post-Tenure Review	17

	Figures	
	Figure 1: Three Year Interim Review Tenure Track Only	19
	Figure 2: Promotion from Instructor to Assistant Professor Timeline for Request	20
	Figure 3: Promotion from Assistant to Associate Professor and/or Conferral of Tenure Timeline for Request	21
	Figure 4: Promotion from Associate to Full Professor and/or Conferral of Tenure Timeline for Request	22
	Figure 5: Post-Tenure Review Timeline Every Sixth Year	23
	Tables - Criteria Guidelines for Evaluating Promotion and/or Tenure—School of Public Health Faculty	
	Appointment at the rank of Instructor	24
	Promotion from Instructor to Assistant Professor or Appointment at the rank of Assistant Professor	25
	Three Year Interim Review (Tenure track faculty only)	26
	Promotion from Assistant to Associate Professor or Appointment at the rank of Associate Professor	27
	Promotion from Associate to Professor or Appointment at the rank of Professor	29
	Post-Tenure Review	30

University of North Texas Health Science Center
School of Public Health
Promotion and Tenure Process and Guidelines

The guidelines for promotion and/or tenure described in this document are established through faculty approval in accordance with the School of Public Health Bylaws originally adopted May 14, 2010, and subsequent updates and revisions November 12, 2013. The granting of promotion and/or tenure is an important event in the academic career of a faculty member, and in the continuing development of the School and the University. While the process for evaluating promotion is directed to the academic achievements of the individual, the process of tenure is viewed as a long-term investment in the faculty member with expectations of sustained performance in the future, prospects of positive team-work, collaborations, and perceptions of a collegial and valuable member of the University community. The following set of guidelines was developed to assist the faculty member applying for promotion and/or tenure and to help the School's promotion and tenure committee in making its recommendations. These guidelines are consistent with those found in the *Faculty Bylaws of the UNTHSC and School of Public Health*, are intended to elaborate and expand on them, and should be considered as minimum criteria. These guidelines apply to all faculty, tenure track, non-tenure track and tenured faculty. These guidelines do not alter or supersede prior contracts and/or agreements, or School of Public Health and UNTHSC Bylaws.

A. Promotion and Tenure Committee
1. Overall Role

The role of the committee is to provide advice to the dean on promotion and tenure recommendations required or proposed within the school. It is also responsible for development and implementation of the criteria, guidelines procedures and policy for promotion and tenure as allowed within the School of Public Health (also referred to as School or SPH) and UNTHSC Bylaws.

2. Composition of Committee

The committee to perform required reviews, evaluate promotions and provide recommendations for tenure shall be composed of a minimum of four members selected from tenured faculty members within the School of Public Health. It is preferable for members to be from each of the Academic Departments of BACH, BIOS/EPID, EOHS, and HMAP when possible. When this is not possible, it is not necessary for each department to have representation. Eligible members are tenured faculty at the rank of Associate Professor and Professor of the School of Public Health. Department Chairs and the Dean are not usually eligible for membership in the committee. However, if a department does not have an eligible faculty member, the Chair may serve as the committee member. However, a Chair may not vote on a promotion or tenure consideration for a faculty member from the same Department. If a Department does not have a representative, the Dean will select another eligible faculty member from another department. However, no department will have more than two voting members on the committee. If there is more than one eligible faculty member within a department, the department full-time faculty, tenured and non-tenured, other than the Chair and Dean, will vote on their representative. Elected faculty cannot decline membership without the approval of their Department Chair.

The committee members shall be elected for three-year terms. A faculty member can serve no

more than six consecutive years without approval from the Dean. Each of the members will have one vote. The Dean will appoint one of the tenured Full Professors on the committee as the presiding chair, or the Dean may appoint a non-voting chair selected among all tenured Full Professors not on the committee.

Although only members of this committee vote, all full-time faculty members of the School of Public Health may also review the candidates portfolio materials (does not include referee names, or letters of evaluation and recommendation), and attend scheduled open committee meetings to participate in discussions of candidates. For all faculty reviews there will be a minimum of one scheduled meeting announced to all school faculty. All discussions at P&T meetings shall be considered confidential. The committee may also request input from other faculty members who are familiar with the candidate in the areas of research, teaching, and service. After discussion, the committee will meet in closed session for final deliberation and voting as required.

Dates for candidates to submit materials are written in the section following on "Procedures and Deadlines". Candidates are requested to submit two original paper copies and an electronic PDF of their complete portfolio. The electronic copy will be distributed to committee members and one paper copy will be available in the Dean's Office for review by other faculty of the School of Public Health, and the second paper copy filed with the Office of Faculty Affairs. Promotion and tenure will be reviewed and voted on by a minimum of a quorum of the P&T committee at the rank or higher being considered, other than the Dean, and Chair of the candidate's Department. If the committee does not contain a quorum, the Chairperson of the P&T committee will invite eligible faculty as temporary committee members. A quorum will consist of one-half the number of eligible voting committee members, plus one of an even number, or a minimum three members, whichever is greater.

Each committee member is responsible for identifying if they have a conflict of interest involving a candidate who is under consideration for promotion and/or tenure, or other committee business, and refrain from voting.¹ The Chair will arrange to temporarily replace the committee member by a vote from all remaining P&T committee members if needed to maintain a quorum.

3. Specific Responsibilities of Committee

The P&T committee is responsible for the review and recommendations as outlined in the School and UNTHSC Faculty Bylaws, of all tenure and non-tenure track faculty, and tenured faculty, and includes the following:

¹ Service on the committee can present situations where there are "conflicts of interest" for the committee member. Conflicts can arise because the committee member and candidate might have personal and/or professional relationships, has been a collaborator in research (e.g., co-principal investigator or co-author) and/or teaching (e.g., co-teaching of courses), has a personal or professional financial interest, is aware of any prejudice, pro or con, that seems likely to impair his or her judgment, or the P&T member believes his or her recusal is necessary to preserve the real or perceived integrity of the committee's process. These conflicts have the potential to bias, directly or indirectly, P&T's reviews and decisions. P&T members must always keep this potential in mind and recuse themselves where a conflict of interest arises. The P&T committee will discuss, provide guidance, and/or determine by majority vote whether any member should recuse him or herself. Otherwise, a member's ultimate decision to recuse him or herself will be automatically accepted by the P&T Committee.

- Three Year Reviews for non-tenured, tenure track faculty.
- Recommendations for promotion from Instructor to Assistant Professor, Assistant Professor to Associate Professor, and Associate Professor to Full Professor (which will be referred to as Professor). Promotions are reviewed for non-tenure track, tenure track not-tenured, and tenured faculty
- Recommendations for tenure at the rank of Associate or Full Professor for faculty on the tenure track.
- Post-Tenure Review for non-administration faculty at the department level who have tenure.
- A Departmental Chair or Dean may request the P&T Committee to review initial appointments and make a recommendation for rank, tenure status, and years toward tenure. The Committee will forward a report to the Dean and the department chair as soon as possible after receipt of a request for review.
- A Departmental Chair or Dean may request the P&T Committee to review adjunct requests for recommendation of rank. The Committee will forward a report to the Dean and the department chair as soon as possible after receipt of a request for review.
- The P&T Guidelines and Criteria will be reviewed as needed, or every three years at a minimum. Recommended changes will be brought to the faculty for review and approval.

B. Procedures and Deadlines

Formally, a P&T Committee interim or post-tenure review, or review for promotion and/or tenure, is initiated by a written petition from the faculty member to her or his department chair requesting review. Although a reminder may be sent from the P&T Committee to a faculty member that they are due for an interim or post-tenure review, **it is the faculty's responsibility** to initiate the process. A faculty member is defined as having a regular primary, secondary or adjunct appointment as Instructor, Assistant, Associate or Full Professor, in one or more of the Departments in the School of Public Health, on a tenure or non-tenure track. The faculty member assembles a portfolio of supporting materials. For review of initial appointments or adjuncts, the Dean or department chair may request a review, and the individual's application materials constitute the portfolio. For interim reviews, the department chair forwards the portfolio materials to the P&T Committee and requests the review. For promotion and/or tenure reviews, the department chair forwards the faculty member's petition for review and subsequent names for external referees. The Chair of the P&T Committee is responsible for insuring the distribution of portfolio materials to committee members, forwarding communications to and from committee members, soliciting recommendations where required, and writing and forwarding the committee recommendations to the Dean. For each petition, only those committee members of equal or higher rank are eligible to vote. If there is not a quorum of qualified voters on the school's regular tenured faculty, other HSC faculty may be called on to participate. The Chair may appoint subcommittees of the P&T Committee to conduct appointments and reviews. All reviews will use the School of Public Health Faculty Workload Guidelines and Promotion and Tenure Guidelines, Faculty Bylaws of the School of Public Health and the UNTHSC, for appointment, interim and post-tenure reviews, promotion, and tenure considerations.

All reviews will be completed within the time frames specified by the School and UNTHSC Bylaws. Additional materials may be submitted following the due date at the discretion of the committee. Procedures and timelines for all reviews are described below and presented in flowchart form in Figures 1 through 5 at the end of this document. Also at the end of this document is a table that provides a quick reference for Criteria Guidelines and Submittal Material for all ranks for initial appointment, promotion and/or conferral of tenure, interim and post-tenure reviews. All SPH faculty may participate in a scheduled open review, may review the faculty member's portfolio (excluding referee names, or letter of reference and review) and

comment prior to a final review or vote by the committee. After a Committee vote, the Chair of the Committee will write a report indicating the closed ballot voting result and forward it to the Dean. Within fifteen (15) working days of each recommendation (P&T, Dean and Provost) a copy of each recommendation is forwarded to the Candidate, their Department Chair and the Chair of P&T.

1. Three Year Interim Reviews

Tenure-track faculty at the start of the fourth and seventh year of service, following the first full year starting on September 1, will have an interim review by the P&T Committee. Reviews will continue to be performed following each third full year of service until tenure is conferred. The candidate shall submit a portfolio to their department chair by August 15 at the end of each third year of service (Figure 1). The department chair will then forward these materials to the P&T Committee Chair for distribution. The P&T Committee will deliver their report to the department chair and the faculty member no later than March 30.

2. Promotion from Instructor to Assistant Professor

A faculty member, who has been appointed at the level of Instructor and believes they have achieved the requirements for Assistant Professor, shall submit material on the following timeline (Figure 2).

- By the third week in September of the prior academic year, the faculty member should submit to the department chair a letter indicating that he or she is requesting review for promotion and current Curriculum Vitae, copied to the UNTHSC Faculty Affairs Coordinator, Office of Faculty Affairs. A usual reason a faculty is appointed as an instructor is not having a terminal degree (such as Ph.D., DrPH, MD, or other), If this was the reason a transcript demonstrating receipt of this degree should be forwarded to the UNTHSC Office of Faculty Affairs and included with the CV.
- The P&T Chair will forward the candidate's CV to the P&T Committee by the third week of October. The P&T Committee will deliver its report to the Dean, department chair and the faculty member no later than March 1.

3. Promotion from Assistant to Associate Professor and/or Conferral of Tenure

If a faculty member wishes to be reviewed for promotion from Assistant to Associate professor, or tenure for tenure-track faculty, in a given academic year, the individual must meet the deadlines specified below (Figure 3).

Non-tenure track faculty wishing to be reviewed for promotion may apply through the Department Chair following their first year of employment.

All tenure-track faculty entering their ninth-year of employment must be reviewed for tenure, unless they are in an administrative position as identified in the UNTHSC Bylaws, or a deferral has been officially requested and approved through their Chair, Dean and Provost. A faculty member may apply, with the Department Chairs approval, for early review without prior agreement. However, this is not usually recommended prior to the sixth-year. An application received prior to the ninth year requires demonstration of an exceedingly successful scholarly record and demonstrable trajectory in all areas. The following deadlines are set by the School, approved by the Dean and the school P&T committee, and conform to the UNTHSC bylaws.

These dates are subject to modification.

- By the third week in September the candidate should submit to the department chair a letter indicating that he or she is requesting review for promotion and/or tenure, and a copy to the UNTHSC Faculty Affairs Coordinator, Office of Faculty Affairs.
- By the third week in September, the candidate shall submit a minimum of three names and contact information of outside independent reviewers to their Chair. These individuals should be of the same rank or higher being sought for promotion and/or tenure, and be considered qualified as a referee for the candidate, and shall not directly have been involved in the work of the faculty candidate (*i.e.*, have not been involved as a mentor, a coauthor, or close collaborator). Additionally, the candidate shall submit a minimum of two internal references within the UNTHSC.
- By the third week of September, the Department Chair will submit the names supplied by the candidate and an additional minimum of three names and contact information of external reviewers to the P&T Chair. The Chair and candidate may solicit qualified reviewer names from other faculty and committee members. The P&T Chair will solicit review letters from a minimum of three external qualified individuals in the faculty member's field, made up from the six names submitted by the Department Chair and from the candidate, and the two internal references. The P&T Chair will forward the candidate's portfolio no later than the fourth week of October.
- By the third week of October, the faculty member seeking review shall submit two original paper copies and an electronic PDF of the completed portfolio to the P&T chair and one electronic PDF copy to the Chair of the department of the faculty's primary appointment. The portfolio shall include:
 - For Tenure-Track Faculty - a current Curriculum Vitae, and copies of three manuscripts and/or other material the candidate feels best represents their scholarly work. This portfolio should clearly indicate how the candidate has achieved the expectations in the areas of scholarly research and publications, teaching, and service. At the faculty members' discretion, up to an additional three names and contact information from within or external to UNTHSC may be submitted for additional recommendations that the candidate deems appropriate. The P&T chair will solicit reviews from these individuals.
 - For Non-Tenure Track Faculty - a current Curriculum Vitae and three manuscripts and/or other material the candidate feels best represents scholarly activities. This portfolio should clearly indicate how the candidate has achieved the expectations in the areas of scholarship with emphasis on the areas specified in the faculty contract: research, teaching or service. At the faculty members' discretion, up to an additional three names and contact information from within or external to UNTHSC may be submitted as additional references that the candidate deems appropriate. The P&T chair will solicit reviews from these individuals.
- By the third week of November, the Department Chair will submit a recommendation for promotion and/or tenure to the chair of the school Promotion and Tenure Committee, and a copy to the UNTHSC Faculty Affairs Coordinator, Office of Faculty Affairs.
- By the second week in December, the P&T Chair will forward the portfolio with all reviews,

recommendations and reference letters to the Promotion and Tenure Committee. At this time one paper copy (excluding reviews, recommendations and reference letters) will be made available through the Office of the Dean for review by faculty of the School of Public Health, and the second paper copy including review letters submitted to the Office of Faculty Affairs.

- By the last full week of January, the school Promotion and Tenure Committee shall have reviewed the faculty member's portfolio and made a formal written and verbal recommendation to the Dean of the School.
- By the last full week of February, the Dean of the School of Public Health shall review and make his/her recommendation with regard to promotion and/or tenure to the Provost of UNTHSC.

4. Promotion from Associate to Full Professor and/or Conferral of Tenure

If a faculty member wishes to be reviewed for promotion and/or tenure in a given academic year, the individual must meet the deadlines specified below (Figure 4). The following deadlines are set by the School, approved by the Dean and the school P&T committee, and conform to the UNTHSC bylaws. These dates are subject to modification.

- By the third week in September of the prior academic year, the faculty member should submit to the department chair a letter indicating that he or she is requesting review for promotion and/or tenure.
- By the third week in September, the candidate shall submit a minimum of three names and contact information of outside independent reviewers to their Chair. These individuals should be of the same rank or higher being sought for promotion and/or tenure, and be considered qualified as a referee for the candidate, and shall not directly have been involved in the work of the faculty candidate (*i.e.*, have not been involved as a mentor, a coauthor, or close collaborator). Additionally, the candidate shall submit a minimum of two internal references within the UNTHSC.
- By the third week in October, the Department Chair will submit the names supplied by the candidate and an additional minimum of three names and contact information of external reviewers to the P&T Chair. The Chair and candidate may solicit qualified reviewer names from other faculty and committee members. The P&T Chair will solicit review letters from a minimum of three external qualified individuals in the faculty member's field, made up from the six names submitted by the Department Chair and from the candidate, and the two internal references. The P&T Chair will forward the candidate's portfolio and selected manuscripts no later than the fourth week in October.
- By the third week in October, the faculty member seeking review shall submit two original paper copies and an electronic PDF of the completed portfolio to the P&T chair and one electronic PDF copy to the Chair of the department of the faculty's primary appointment. The portfolio shall include:
 - For Tenure-Track Faculty - a current Curriculum Vitae, and copies of three manuscripts and/or other material the candidate feels best represents their scholarly work. This portfolio should clearly indicate how the candidate has achieved the expectations in the areas of scholarly research and publications, teaching, and

service. At the faculty members' discretion, up to an additional three names and contact information from within or external to UNTHSC may be submitted for additional recommendations that the candidate deems appropriate. The P&T chair will solicit reviews from these individuals.

- For Non-Tenure Track Faculty - a current Curriculum Vitae and three manuscripts and/or other material the candidate feels best represents scholarly activities. This portfolio should clearly indicate how the candidate has achieved the expectations in the areas of scholarship with emphasis on the areas specified in the faculty contract: research, teaching or service. At the faculty members' discretion, up to an additional three names and contact information from within or external to UNTHSC may be submitted as additional references that the candidate deems appropriate. The P&T chair will solicit reviews from these individuals.
- By the third week in November, the Department Chair will submit a recommendation for promotion and/or tenure to the chair of the school Promotion and Tenure Committee.
- By the second week in December, the P&T Chair will forward the portfolio with all review and recommendation letters to the Promotion and Tenure Committee.
- By the last full week of January, the school Promotion and Tenure Committee shall have reviewed the faculty member's portfolio and made a formal written and verbal recommendation to the Dean of the School.
- By the last full week of February, the Dean of the School of Public Health shall review and make his/her recommendation with regard to promotion and/or tenure to the Provost of UNTHSC.

5. Post-Tenure Review

Post-tenure Review is performed every sixth year, after every fifth year of full service following receipt of tenure, promotions after tenure, re-assignment from a previously exempt position, or approval of previous post-tenure performance, and will be performed on the following time schedule (Figure 5):

- The faculty member will be notified a minimum of six-months prior to the date portfolio materials are due by the Office of Faculty Affairs or the P&T Committee Chair.
- By the 2nd week of October of the 6th year, the faculty member's portfolio shall be completed and submitted to their Department Chair.
- By the 4th week in October the Department Chair forwards the faculty portfolio and performance evaluation to the P&T Chair, to be distributed to the P&T Committee.
- By the last full week of November the school Promotion and Tenure Committee shall have reviewed the faculty member's portfolio and made a formal written and verbal recommendation to the Dean of the School.
- Within fifteen (15) working days the Dean shall forward a written evaluation to the faculty member with copies to the Department and P&T Chairs.

C. Portfolio Material Requirements

The following materials are required for review, promotion and/or tenure for all faculty positions. If a position entails previously determined criteria and responsibilities, these must be outlined in a cover letter and the materials submitted based on the faculty candidates prior agreements

and/or contract. At the end of this document is a table that provides a quick reference for Criteria Guidelines and Submittal Material for all ranks for initial appointment, promotion and/or conferral of tenure, interim and post-tenure reviews.

1. Promotion from Instructor to Assistant Professor

A faculty member, who has been appointed at the level of Instructor and believes they have achieved the requirements for Assistant Professor, shall submit the following material for review:

- A complete Curriculum Vitae
- A usual reason a faculty is appointed as an instructor is not having completed a terminal degree (such as Ph.D., DrPH, MD, or other). If this was the reason a transcript demonstrating receipt of this degree should be forwarded to the UNTHSC Office of Faculty Affairs and included with the CV.
- A two-page narrative describing the candidates' history as an Instructor and self-assessment of meeting promotion criteria.
- For each course, and other teaching experience, provide a description that includes: course number and title; semester taught; class size; and copies of the course evaluations; and other information as deemed necessary. For each course attach the most recent syllabus.
- If research and/or service was a component of the faculty member's activities, a two-page narrative should be included describing these activities. Include a list of research and/or service activities, roles, and publications.

2. Three Year Interim Review

In addition to a current Curriculum Vitae, the following material should be included as part of the submitted portfolio for review.

Introduction

A one-page description of the candidates academic credentials, a brief history of tenure in the School, a history of professional experience following conferral of terminal degree, and a self-assessment of progress during the past three years.

Teaching

Provide a narrative (2 pages or less of text) describing the candidate's teaching methods and philosophy (this information may also be included under the course-by-course description when method and philosophy vary by course). Comment on issues that might be associated with poor evaluations and how those issues were addressed. Describe plans for teaching over the next three years; include expected modifications or changes in teaching methods or philosophy, and where applicable how this addresses higher order thinking skills. Where appropriate, information can be supplied or supplemented with tables and figures along with the text.

For each course taught, provide a description that includes: course number and title; semester taught; class size; copies of the course evaluations; and other information the candidate feels necessary. For each course attach the most recent syllabus.

Describe other teaching contributions, such as guest lectures and invited presentations at other institutions, practice based training, or community practice settings.

Research and Other Scholarship

Provide a narrative (2 pages or less of text) describing the candidate's area of scholarship, efforts in establishing research and other expertise and plans for the next three years. Where

appropriate, information can be supplied or supplemented with tables and figures along with the text.

Provide the following supportive evidence:

- A list of all publications. Be sure to differentiate abstracts, peer-reviewed manuscripts (organized as under review, accepted, and published), book chapters, unpublished reports and presentations (with dates, locations and organization).
- A list of grants and contracts submitted and awarded. Include the title, abstract, inclusive dates, direct costs, indirect recovery, percent salary recovery requested or received, the candidate's role on the parent project (e.g., PI, Co-I), funding agency, and status of the project.
- Where appropriate indicate collaboration with community groups and agencies who have been part of research and other scholarship activities.

Service

Provide a narrative (2 pages or less of text) describing service to the school, the university, the profession, and the public health community. This can include: service on master's comprehensive and doctoral exams; chairperson or service on school committees; and membership on boards and professional committees. Also include plans for service over the next three years.

3. Promotion From Assistant Professor to Associate Professor and/or Conferral of Tenure

Provide all materials required for the 3rd Year Interim Review, with the addition of the following by the dates required:

- For each narrative for Teaching, Research and Service, include how accomplishments meet the criteria for promotion and/or tenure.
- Provide a list of six (6) names and contact information of individuals who are qualified review the candidate's portfolio, who are not part of the UNTHSC system, or directly involved in the candidate's work (*i.e.*, have not been involved as a mentor, a coauthor, or close collaborator). A minimum of three of these names are provided by the candidate, and the three by the department chair.
- Submit with the portfolio three manuscripts and/or other scholarly materials the candidate feels best represents their work.
- The candidate will submit two names of faculty outside the School of Public Health, but within the UNTHSC that can comment on the candidate's qualifications.
- At the candidate's discretion, she/he may submit up to three names of internal or external references that can comment on the candidate's qualifications.
- The referees and references will be mailed the submitted portfolio, curriculum vitae and the three publications.
- Student evaluation reports for all classes taught and eligible for evaluations.
- Copies of annual evaluations for the past six (6) years, or since date of hire or last promotion, if less than six years.

4. Promotion From Associate Professor to Full Professor and/or Conferral of Tenure

Provide all materials required for promotion to Associate Professor and/or Conferral of Tenure, with the addition of the following:

- For each narrative for Teaching, Research and Service, include how accomplishments meet the criteria for promotion and have had an impact on the field of study, particularly the candidates' research.
- A list of all publications and other scholarly material. Be sure to differentiate abstracts, peer-reviewed manuscripts (organized as under review, accepted, and published), book chapters, unpublished reports and presentations (with dates, locations and organization), and student and junior faculty mentoring activities.
- For all peer-reviewed publications, include the number of total citation counts, and impact factor of the journal if available from the Science and Social Science Citation Index.
- A list of grants and contracts submitted and awarded. Include the title, abstract, inclusive dates, direct costs, indirect recovery, percent salary recovery requested or received, the candidate's role on the parent project (e.g., PI, Co-I), funding agency, and status of the project.
- Evidence of a national and/or international reputation in scholarly work, such as invitations as presenter to national and/or international events or advisory committees, citations, h-factors, and awards
- Description of efforts to disseminate products.
- Where appropriate, identify which of the above were performed at UNTHSC or at other institutions.

5. Post-Tenure Review

Provide all materials listed as required for promotion to Associate Professor or Professor, in accordance with present rank, inclusive since the last review, with the exception of name and contact information for external or internal reviewers. It is at the faculty candidate's discretion to request internal or external referee reviews. For each narrative for Teaching, Research and Service, include information according to being an Associate or Full Professor.

[*Note:* all narratives and portfolio submittals should take into account the School and University Guidelines for Promotion and Tenure. During review, the committee may request additional materials.]

D. Promotion and Tenure – Guidelines and Criteria

1. Expectations of Scholarship

The granting of promotion and/or tenure is an important event in the academic career of a faculty member, and in the continuing development of the School and the University. While the process for evaluating promotion is directed to the academic achievements of the individual, the process of tenure is viewed as a long-term investment in the faculty member with expectations of sustained performance in the future, prospects of positive team-work, collaborations, and perceptions of a collegial and valuable member of the University community. The following set of guidelines was developed to assist the faculty member applying for promotion and/or tenure and to help the School's promotion and tenure committee in making its recommendations. These guidelines are consistent with those found in the *Faculty Bylaws of the UNTHSC and School of Public Health*, are intended to elaborate and expand on them, and should be considered as minimum criteria.

Although the specific criteria are established by each college/school, in accordance with the UNTHSC Bylaws, in all cases for consideration of promotion and/or tenure faculty on the tenure

track are expected to demonstrate outstanding performance in two of the three areas of teaching, research and service, with a minimum of quality performance in the third. The distinction between promotion and tenure evaluations is the consideration of future performance as a major factor during the review.

Non-tenure track faculty for consideration of promotion are expected to have demonstrated continued outstanding performance in meeting the obligations in accordance with their annual contract. At the end of this document is a table that provides a quick reference for Criteria Guidelines and Submittal Material for all ranks for initial appointment, promotion and/or conferral of tenure, interim and post-tenure reviews.

The Philosophy of Scholarship

Underlying these guidelines is the notion of *scholarship*. At a basic level, scholarship is the possession of a high level of knowledge in a given field. Scholarship can be defined as having four separate, yet overlapping functions: discovery, application, integration, and teaching.² It is the responsibility of faculty members to pursue scholarship in an ethical and professional manner. In addition, to be successful in achieving promotion and tenure, ***the faculty member is expected to provide evidence of continuing and increasing scholarship over the period of evaluation.***

a. Research

As a research university, the foremost expectation for scholarship relates to discovery, or the commitment to research and new knowledge. The scholarship of discovery involves not only the development of new human knowledge, but also the intellectual climate of the university that allows one to think creatively and to pursue new ideas. The School places an emphasis on *applied/practice* research, where research findings can have application to benefit the health of the public.³

This focus on applied research relates closely to the scholarship of application, which is concerned with how new knowledge can be applied to challenging problems in public health and health care. Integration is closely related to application, and involves doing research at the boundaries where fields converge. The notion of integration is especially important in the fields of public health because of the diverse factors that determine health and well-being and the essential role of multi-disciplinary collaborations.

The School recognizes its responsibility to advance knowledge through scholarly research in both the disciplines represented in its faculty and the broad field of public health, and to communicate results to students, the community of scholarship, and the community of practice. The School considers research activity by faculty and students essential to achievement of its mission and philosophy.

b. Teaching

² Ernest L. Boyer. *Scholarship Reconsidered: Priorities of the Professorate*. Princeton: Carnegie Foundation for the Advancement of Teaching, 1990.

³ Demonstrating Excellence in Academic Public Health Practice. The Association of Schools of Public Health Council of Public Health Practice Coordinators. (1999). Retrieved from <http://www.asph.org/document.cfm?page=600>

Teaching is a critical component of scholarship. Aristotle's view that, "teaching is the highest form of understanding" conveys the importance between teaching and learning.⁴ The components of scholarship are irrelevant in the absence of quality teaching. At the same time, good teachers must be well informed and steeped in their fields. Good teachers must also be learners who are creatively pushed in new directions by their students. To demonstrate the importance of teaching, UNTHSC has implemented a quality enhancement plan to enhance higher order thinking skills, identified in Blooms taxonomy, into instructional methods that include critical thinking, analysis and problem solving, and improve and evaluate faculty knowledge and skills in implementing these instructional strategies and skills and practice applications.^{5,6,7}

c. Service

The academic concept of service (practice) is embedded within the scholarship of application and integration. The Scholarship of Engagement as defined by Boyer, values and commends interaction with practitioners, policy makers, communities, and organizations. For the scholarship of engagement to be relevant for scholarship, it must be tied to the use of one's professional knowledge or to the general knowledge that results from one's role as a faculty member of a university. This knowledge is relevant to service to the school, the University, the community and the profession. This distinguishes scholarship-relevant service (practice) from other forms of community service that are more appropriately considered responsibilities of citizenship.⁸

2. Promotion from Instructor to Assistant Professor a. Overview

Typically consideration for promotion from Instructor to Assistant Professor is based on satisfactory completion of an appropriate terminal degree and a minimum of two years of scholarly activity, although this latter may be waived depending on experience. Tenure-track positions are not offered at the rank of Instructor.

The faculty member should have demonstrated significant evidence of commitment to teaching, research and Service, and credentials that indicate the potential for success.

3. Promotion from Assistant to Associate Professor, and/or if a Tenure-Track Position Conferral of Tenure a. Overview

⁴ Shulman LS: Aristotle had it right: on knowledge and pedagogy, in *The Wisdom of Practice, Essays on Teaching, Learning and Learning to Teach*. Edited by Wilson SM. San Francisco, Jossey-Bass Publishers, 2004, pp 400–415

⁵ Bloom B. S. (1956). *Taxonomy of Educational Objectives, Handbook I: The Cognitive Domain*. New York: David McKay Co Inc.

⁶ Forehand, M. (2005). Bloom's taxonomy: Original and revised. In M. Orey (Ed.), *Emerging perspectives on learning, teaching, and technology*. Retrieved 15 March 2010, from <http://projects.coe.uga.edu/epltt/>

⁷ *Demonstrating Excellence in Practice-Based Teaching*. The Association of Schools of Public Health Council of Public Health Practice Coordinators. (2004). Retrieved from <http://www.asph.org/document.cfm?page=600>

⁸ *Excellence in the Scholarship of Practice-Based Service for Public Health*. Association of Schools of Public Health, Council of Public Health Practice Coordinators and Centers for Disease Control and Prevention. Spring 2009. Retrieved from <http://www.asph.org/document.cfm?page=600>

Promotion is typically considered following a minimum of three years in the rank of Assistant Professor. Tenure-track faculty members being considered for promotion to the rank of Associate Professor, and/or tenure at the rank of Associate Professor, must have met all the requirements for appointment at the lower ranks (see the *Faculty Bylaws of UNTHSC and School of Public Health*). In addition, for promotion they must meet all of the following three requirements, and for tenure the following four requirements. (1) First, they must have an established record and area of scholarly productivity. (2) Second, they must have demonstrated a record of high quality in teaching. (3) Third, they must have demonstrated a record of service to the School, the University, and the fields of public health. (4) Fourth, they must have demonstrated promise of continuing and increasing growth in scholarship likely to result (in due course) in promotion to the rank of Professor. Guidelines for demonstrating that these requirements have been met are provided below. Faculty members being considered for initial appointment at the rank of Associate Professor must have met all the requirements for appointment at the lower ranks (see the *Faculty Bylaws of UNTHSC and School of Public Health*). Nine (9) years is the maximum probationary period allowed at this rank in a tenure-track.

Non-tenure-track faculty members being considered for promotion to the rank of Associate Professor must have met all the requirements for appointment at the lower ranks (see the *Faculty Bylaws of UNTHSC and School of Public Health*). In addition, for promotion they must meet one or more of the following three requirements based on their annual contract: (1) Have an established record and area of scholarly productivity; (2) Have demonstrated a record of high quality in teaching. (3) Third, they must have demonstrated a record of service to the School, the University, and the fields of public health.

b. Scholarship Guidelines

Promotion to associate professor requires a significant contribution of the faculty member to his or her field of scholarly work, with evidence of a national and/or international scientific reputation. The overlapping areas of scholarship include discovery, application, integration, and teaching, and are referred to in general as 'research'. The promotion and tenure committee will evaluate the quality and coherence of the program of scholarly research materials. Performance as a productive and quality research scholar will be assessed through a number of measures which include: dissemination through peer reviewed journals, receipt of externally funded grants and contracts and support of others through collaborative efforts.

The faculty should provide information of published or accepted for publication, the equivalence of at least ten first authored refereed journal articles, or other scholarly materials, in high-quality publications appropriate for their field. At least six of these publications should be first authorships; five (5.0) journal article equivalencies should be in major journals. It is expected that all journal article equivalencies bear the School of Public Health as the faculty member's institutional affiliation. If the faculty member applies for early consideration, publications from prior institutions will be considered if previously approved, or will be reviewed by the committee if considered appropriate. Journal article equivalence is determined as follows: first-listed author receives one (1.0) journal article equivalence, second and third-listed author receives one-half (0.5) journal article equivalence, and fourth-through last-listed author receives three-tenths (0.3) journal article equivalence. To serve as a proxy for quality, the publication equivalent is doubled for impact factors between .75 and 1.75 and tripled for impact factors greater than 1.75. The impact factor cutoffs of <0.75, 0.75-1.75, and >1.75 represent the 5-year (2003-2007) average terciles for all journals listed in the *Journal Citations Reports - Sciences and Social Sciences*

editions.

Major journals may be identified in either of two ways. The first method involves *prima facie* evidence, in which major journals are recognized based on their having “impact factors” greater than or equal to 0.75 in either the *Science Citation Index* or the *Social Science Citation Index*. The second method requires the faculty member to present a written argument in their portfolio that the journal in question is indeed a major journal despite the fact that its impact factor is less than 0.75 or that no impact factor is available. Evidence that might be presented in such an argument includes journal specific impact factor trends, journal affiliation and sponsorship, journal circulation, acceptance rates, readership, reprint requests for the published journal article, and invitations arising from the publication of the journal article for guest speakerships, consultantships, task force assignments, and study section memberships. Such instances must be specific to the article and journal in question, and their acceptance is at the sole discretion of the School’s promotion and tenure committee.

Although the desired and typical medium of publication of the School is the refereed journal article, scholarly publication may also include other published material such as books, monographs, book chapters, educational and program curricula, case reviews and published reports. Each of these will be worth a maximum of one (1.0) journal article equivalence, to be determined as specified above, with the exception that the collection of chapters in any given book can receive no more than one (1.0) journal article equivalence. It is possible to make the case that such publications should be considered equivalent to major journals using the second method, i.e., written argument, of evidence presentation specified above. Such arguments must be specific to the work in question, and their acceptance is at the sole discretion of the School’s Promotion and Tenure Committee.

The evaluation period is normally during the contract period at the UNTHSC-SPH. Publications appearing prior to this period will be considered only if the faculty member has officially substituted when hired any previous experience, i.e., years toward tenure, and then the previous publications must appear during the years that have been substituted. It is expected that the actual annual rate of scholarly productivity will be increasing throughout the evaluation period. To assist the promotion and tenure committee in this process, external peer referees will also be asked to evaluate the program of research and scholarly materials in the faculty member’s portfolio.

Tenure-track faculty, and/or faculty on a research based contract, are also expected to have demonstrated the ability to support their field of scholarly research. This can be demonstrated by sustained support through a combination of peer reviewed and other externally funded grants and/or contracts where the faculty member is a principal or major co-investigator; consistent salary support recovery averaged over prior years as specified in the SPH Faculty Workload Guidelines; or other specified contractual requirements.

c. Teaching Guidelines

A positive impact of teaching on students should be the primary educational goal of each faculty member. Increased knowledge, skills, professional attitudes and values result from effective instruction. The ultimate outcome of effective teaching is students achieving competency. The foundation of quality teaching is mastery of the subject, including the spectrum of foundational and current literature in one’s discipline. Essential components of teaching may include: the use of appropriate methods of instruction; effective planning and organization; clarity of written, oral, and visual presentation; rapport with students; effective questioning and group facilitation skills;

stimulation of critical thinking and problem solving; modeling professionalism; mentoring students; using appropriate methods of assessment; providing adequate feedback to students; enthusiasm and energy.

To evaluate the quality of teaching, the promotion and tenure committee examination may include the following: (1) course outlines and syllabi, supplemental reading lists, and other materials distributed in classes that demonstrate linkage with designated course and program competencies; (2) textbook or required readings selection; (3) use of collateral readings, library, or laboratory assignments; (4) examinations, term papers, and projects; (5) development of new courses and special materials; (6) direction of independent studies, theses, and dissertations, service on graduate student committees in the School and the University, and other evidence of mentorship; (7) special instructional roles, such as advice on research design, methodology, and curriculum development; (8) ability to advise students effectively in academic matters; (9) approaches taken to improve teaching and mentoring quality; and (10) faculty and course assessments that measure students' perception of learning and mastering of course competencies. As appropriate external peer referees may be asked to evaluate the teaching materials in the faculty member's portfolio.

The faculty member is also required to show evidence that s/he has achieved a record of quality teaching that is reflected in "course" and "instructor" evaluations routinely at the 50th percentile or above. Because of the anomalies involved in any evaluation scoring systems, the P&T Committee will carefully examine all data submitted by the faculty member when the 50th percentile has not been routinely achieved, and approaches taken to address these issues. Student evaluations obtained from other institutions will also be considered, if those evaluations occurred during the period of time that the faculty member has officially substituted towards promotion and tenure at UNTHSC.

d. Service Guidelines

Service or the scholarship of engagement is a part of academic life and some level of competent and meaningful participation is expected of all faculty members at all levels. A high level of competence in the faculty member's discipline is expected. Evidence may be demonstrated in part by performing a significant role in the department, participating in or chairing major committees, holding important administrative positions, and participating in service activities at the department, school, institution, community, state, national or international levels. To assist the Promotion and Tenure Committee in this process, external peer referees will be asked to evaluate the service materials in the faculty member's portfolio.

Among the many indicators of service, to the University, profession and community, the promotion and tenure committee will consider the following: (1) committee assignments at the School and University level; (2) responsibilities for directing School programs; (3) developing new and cooperative programs; (4) designated administrative responsibilities; (5) serving as a consultant to professional groups; (6) leadership in national and regional professional associations; (7) editorial service to nationally recognized peer reviewed journals or scholarly publications; (8) serving as a professional consultant to public health groups or constituencies; and, (9) serving on community boards, contributing to community organizations, or other service activities. To assist the promotion and tenure committee in this process, external peer referees will also be asked to evaluate the service materials in the faculty member's portfolio.

e. Scholarly Trajectory

One of the most important philosophies of scholarship includes demonstrating "***continuing and increasing achievement***." Therefore, for consideration for tenure the faculty member's total efforts in research, teaching and service, evaluated as a whole, should reflect a trajectory consistent with promotion to full professor in due course.

4. Promotion from Associate Professor to Professor, and/or if a Tenure-Track Position
Conferral of Tenure

a. Overview

A Full Professor is the highest academic rank and is not granted without careful study of the individual's record. Promotion is typically considered following a minimum of three to five years in the rank of Associate Professor. Faculty members being considered for initial appointment at or promotion to the rank of Professor, or if at the rank of Professor on a tenure-track conferral of tenure, must have met all the requirements for appointment at the lower ranks (see above, and the *Faculty Bylaws of the School and UNTHSC*). In addition, the following requirements must be met. First, have achieved a recognized reputation in scholarship in his/her discipline in the national and international community. Second, demonstrate significant impact on their disciplinary field. Third, demonstrated high quality in teaching since appointment to the rank of Associate Professor if teaching is required by their contract at the time they were appointed to the rank of Associate Professor. Fourth, demonstrate the ability and willingness to actively foster a community of scholarship within the School. Fifth, demonstrate service to the School, and the University. And lastly, demonstrate service to the fields of public health. Guidelines for demonstrating that these requirements have been met are provided below. In each area below, external peer referees will also be asked to evaluate the candidate's portfolio.

Faculty at the School of Public Health should be known and have influence outside the local community. The existence of such a reputation is suggested by characteristics already described, such as: publication in high impact journals, leadership in national and/or international organizations, national reputation in teaching, and visible editorships or study section memberships.

As this is the highest academic level a faculty member can achieve, the faculty member must demonstrate the ability and willingness to actively foster the development of a community of scholarship within the School. This is evidenced by mentoring activities with junior faculty and students, such as providing opportunities for scholarship and developing projects which facilitate collaboration and scholarly productivity. The faculty member may also contribute to the intellectual commons of the School by supporting infrastructure development, building data resources, supporting student internships, and promoting publication by other faculty, students, and staff.

b. Scholarship Guidelines

Promotion to full professor requires a strong and consistent record as an independent investigator with a well-developed scholarly research program and sustained high-quality contribution to the candidate's field of research. There should be evidence that the candidate has a national, or, if appropriate, international scientific reputation.

While candidates with as few as 20 first author equivalent, high-quality publications in strong scientific journals are occasionally ready to be considered for promotion, most faculty successfully promoted to professor have published considerably more papers, although totals

vary by discipline and prior experience. Journal article equivalence is determined as follows: first-listed author receives one (1.0) journal article equivalence, second and third-listed author receives one-half (0.5) journal article equivalence, and fourth- through last-listed author receives three-tenths (0.3) journal article equivalence. Although it is expected that with increased mentoring there may be a reduction in publications as first author, it is expected that the candidate has a trajectory of increased publications and should be the first author on at least 10 of these publications. It is understood that through mentoring and research programs many of these manuscripts may be as a senior author. The candidate should highlight and describe these instances as they indicate higher level of involvement, effort and ownership than author position alone.

The promotion and tenure committee will evaluate the quality, coherence and significance of the program of research and scholarly materials. The faculty member is required to show evidence that he/she has published or had accepted for publication, or equivalent dissemination methods, a body of work which can demonstrably be shown to have had significant impact in the faculty member's field during the past ten-year evaluation period. Impact can be demonstrated with citation counts to first-authored (or discounted other-authored) publications in the *Science Citation Index* or the *Social Science Citation Index*. Subsidiary evidence may include invitations arising from the publication of journal articles for guest speakerships, consultants, task force assignments, and study section memberships. Continued ability and success to support their field of research and mentorship of others through attainment of extramural funding and salary support, and the relationship with scholarly publications is an important component.

c. Teaching Guidelines

The teaching requirements are the same as for lower ranks. However, more weight will be given to development of new advanced courses with higher order learning strategies and assessment tools, and mentoring of students.

d. Service Guidelines

National and/or international reputation within his or her field is expected. Evidence may be demonstrated in part through holding positions of officer/director on advisory, review or editorial boards or national and international professional societies; awards and prizes; and other notable academic achievements including the organization of national/international symposiums or meetings, development and/or directing of new and cooperative programs, and chairing or showing major impact on institutional committees and community activities. To assist the Promotion and Tenure Committee in this process, external peer referees may be asked to evaluate the service materials in the faculty member's portfolio.

Service contributions are similar to those noted above for promotion from assistant to associate professor, with a greater focus on activities and appointments that are highly visible at the national/international levels.

e. Scholarly Reputation

Faculty at the School of Public Health should be known and have influence outside the local community. The existence of such a reputation is suggested by characteristics already described, such as publication in high impact journals, leadership in national and/or international

organizations, national reputation in teaching, and visible editorships or memberships on grant review committees.

5. Post-Tenure Review

The decision to tenure a faculty member is a prediction that the person will continue to with their trajectory of achievement, and serve as an example and mentor to others. Tenured faculty undergoing post-tenure review will be evaluated in accordance with the continued trajectory of expectations at the academic rank during the review. For a faculty member holding the rank of Associate Professor, the review will be based on a combination of the same criteria used for promotion to Associate Professor with tenure, and the continued trajectory towards expectations for Professor. For those holding the rank of Professor, the review will be based on the continued documentation of maintaining the criteria and expectations for promotion to Professor with tenure.

Figure 1

**Three Year Interim Review
Tenure Track Only**

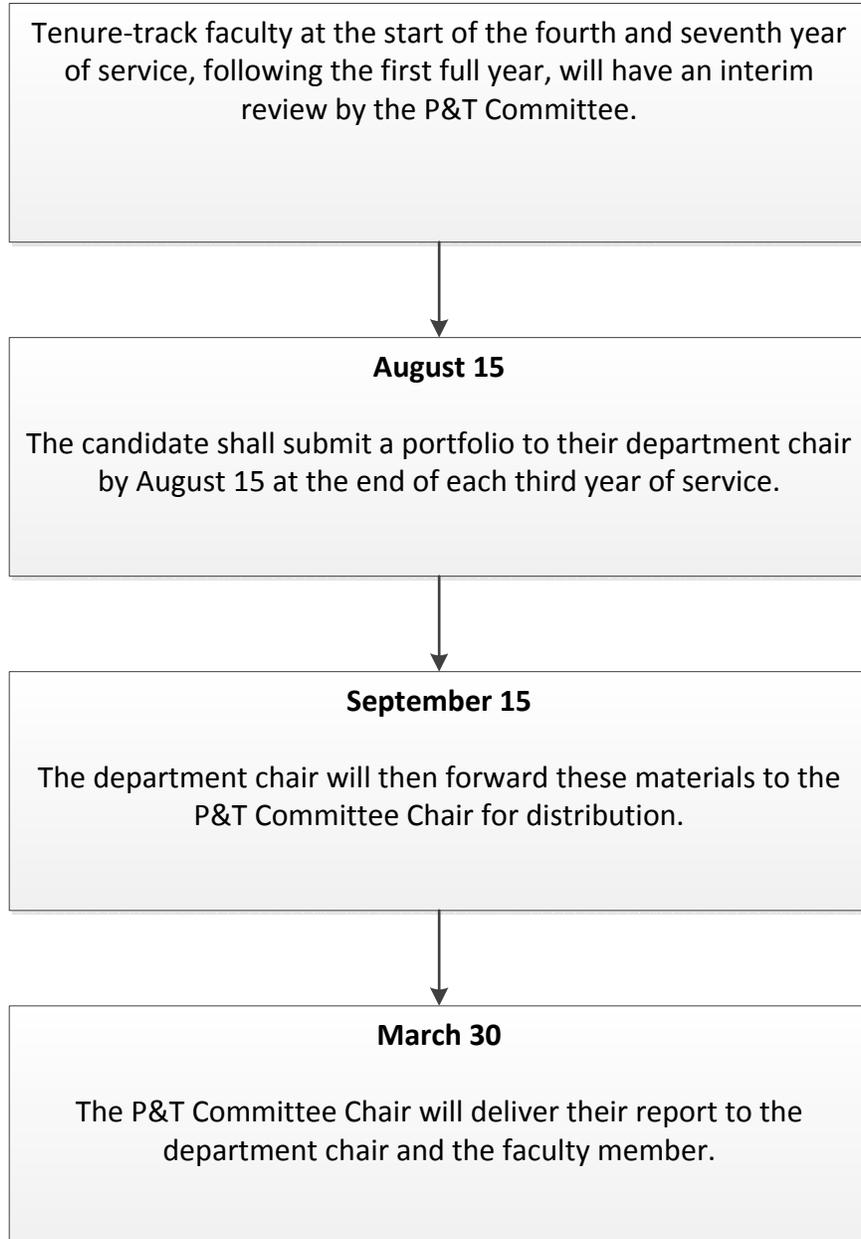


Figure 2

**Promotion from Instructor to Assistant Professor
Timeline for Request**

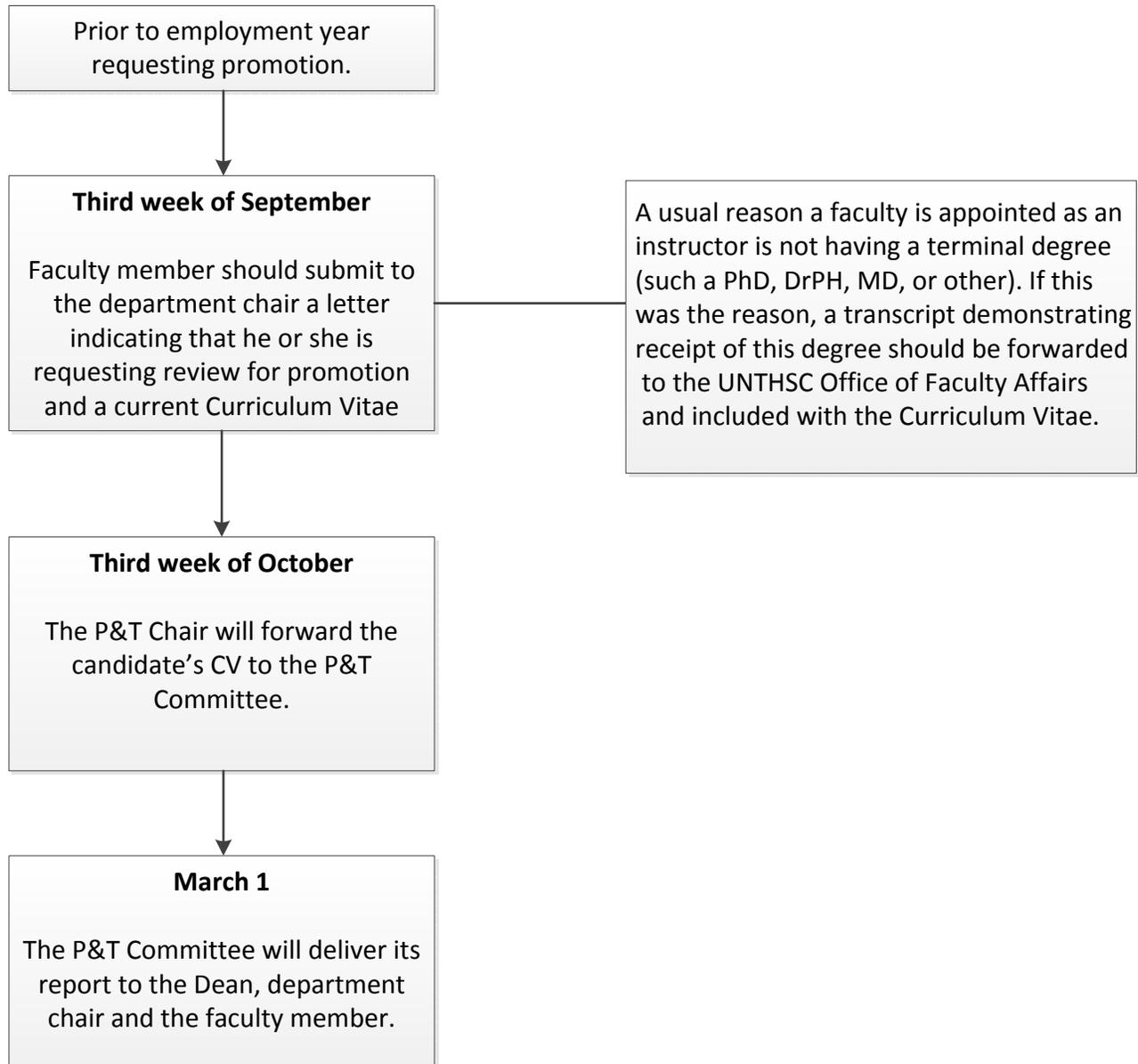


Figure 3

**Promotion from Assistant to Associate Professor
and/or Conferral of Tenure
Timeline for Request**

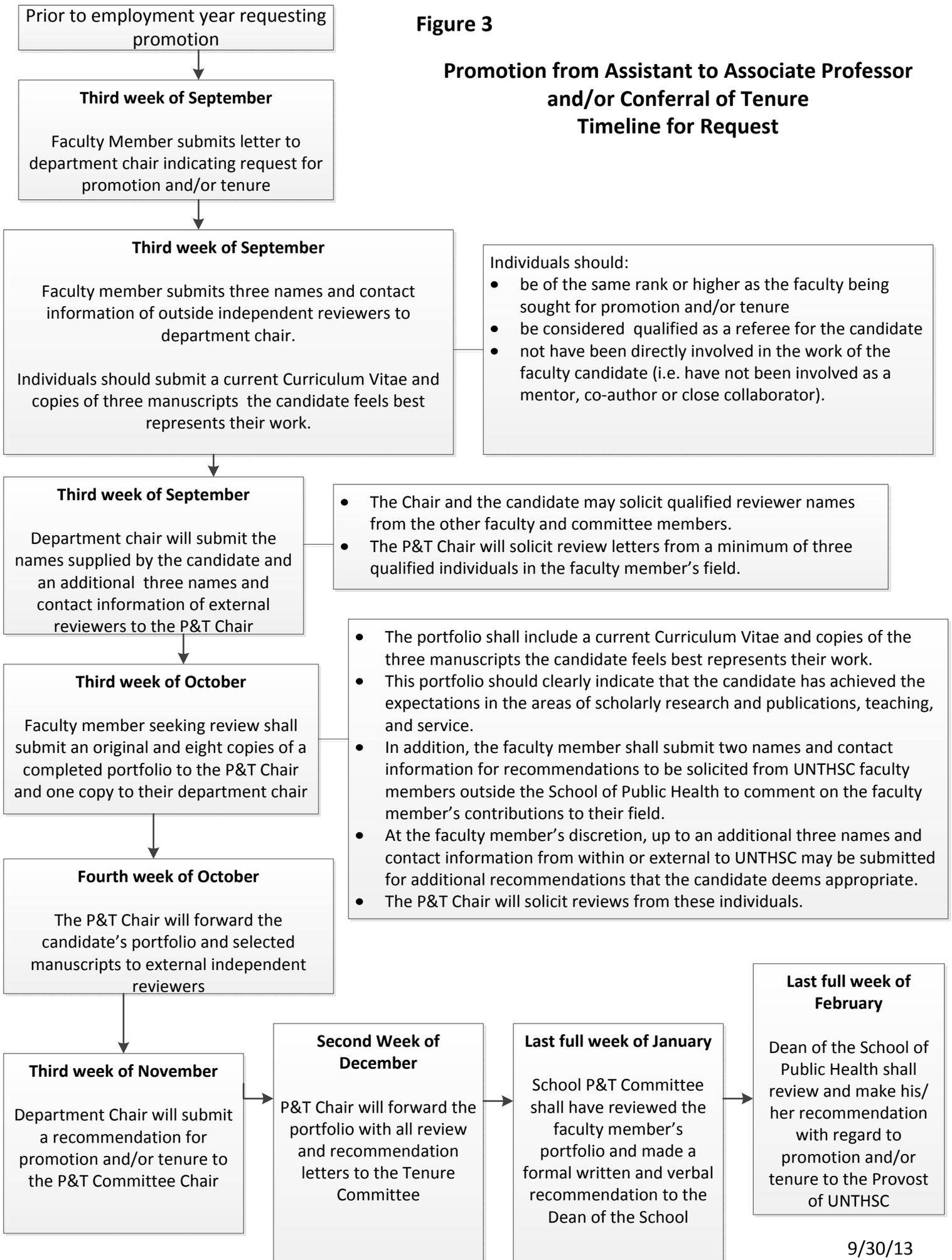


Figure 4

**Promotion from Associate Professor to Full Professor and/or Conferral of Tenure
Timeline for Request**

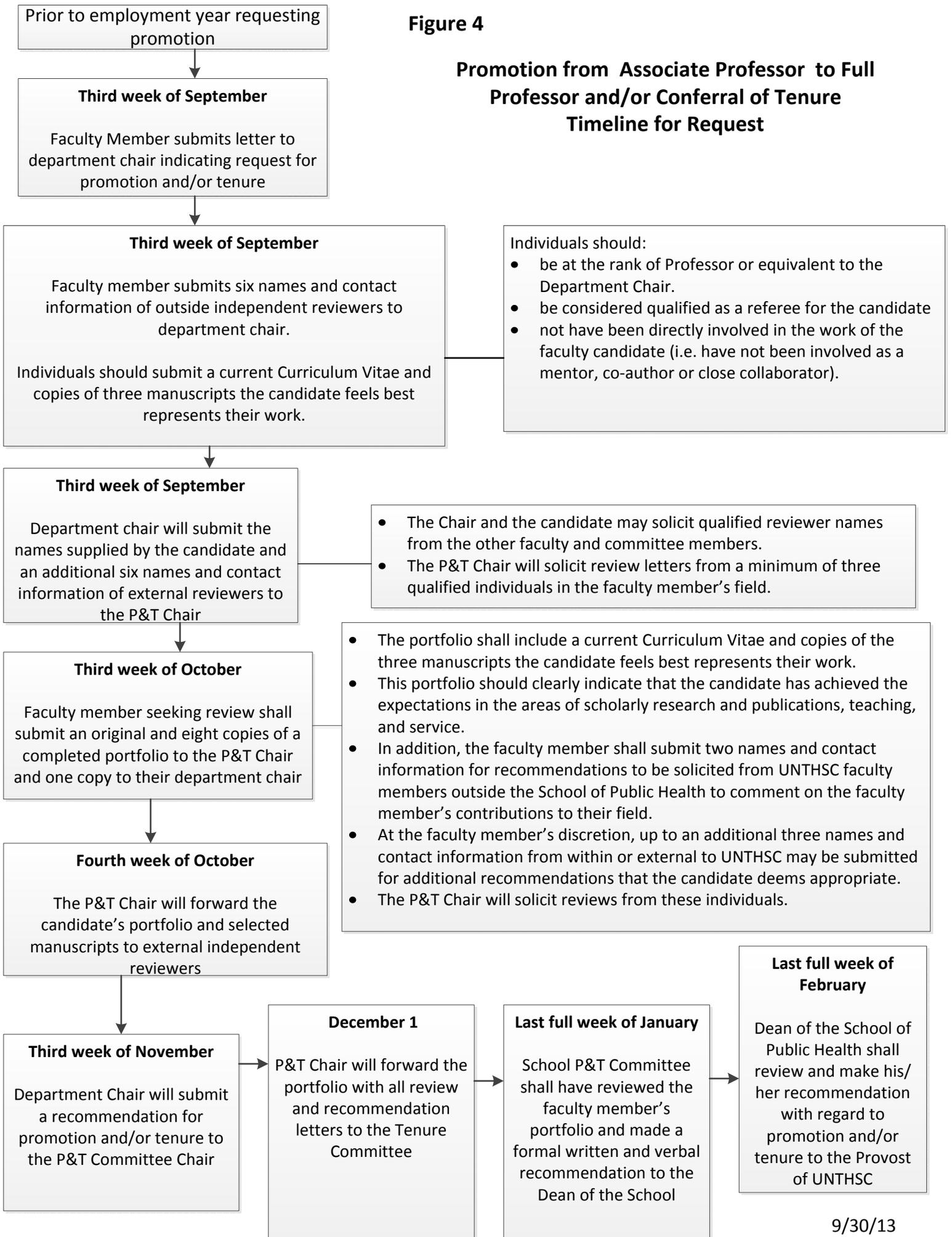
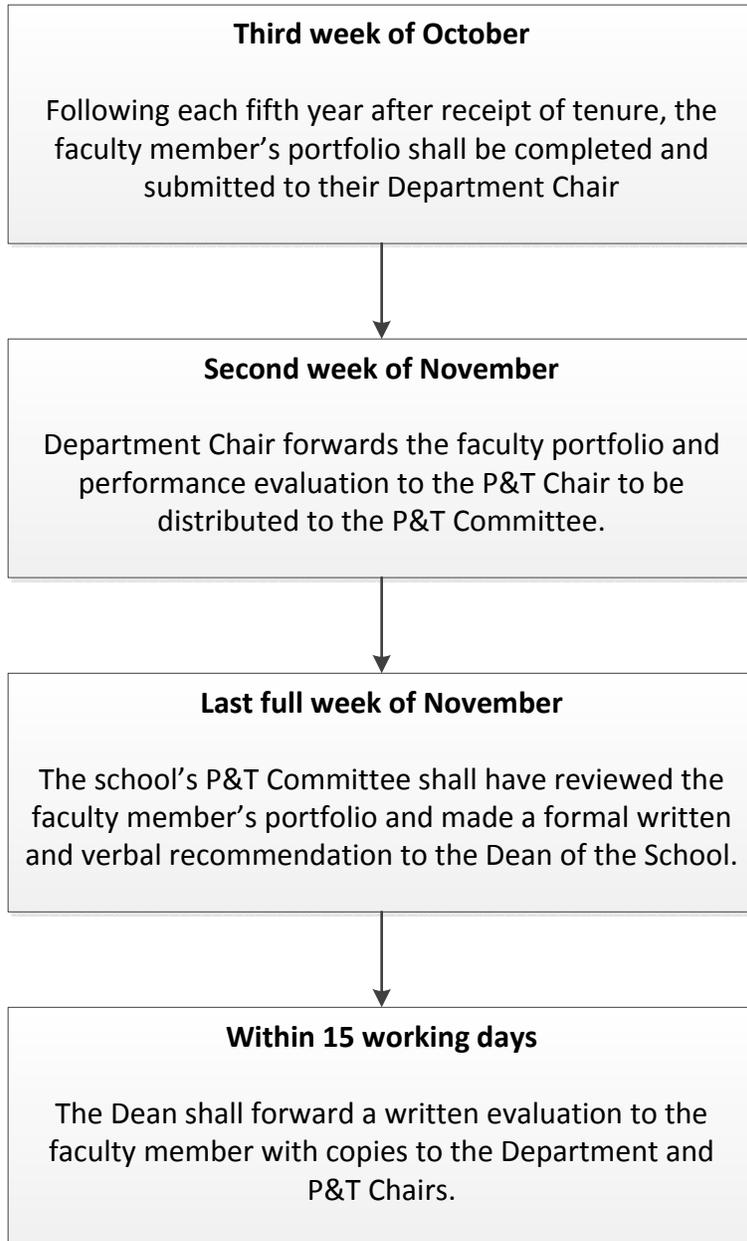


Figure 5

**Post Tenure Review Timeline
Every Sixth Year**



Criteria Guidelines for Evaluating Promotion and/or Tenure—School of Public Health Faculty
School of Public Health Promotion and Tenure Committee

The following tables provide a quick reference for Criteria Guidelines and Submittal Material for all ranks for initial appointment, promotion and/or conferral of tenure, interim and post-tenure reviews. Additionally, figures 1 through 5 provide a quick review of timing and process flow of portfolio materials required for each rank and category. For greater detail and explanation, please review the most recent School of Public Health Promotion and Tenure Process and Guidelines.

It is important to note that faculty may have specific criteria in their contracts that would apply instead of, or in conjunction with, the criteria described below, particularly faculty on a non-tenure track. If this is the situation it is important that a copy of the contract or other documentation included in all material supplied.

Rank	Criteria Guidelines	Submittal Material
Appointment at the rank of Instructor	Entry-level position generally requiring a relevant post-graduate degree (not necessarily a terminal degree) and a commitment to teaching. Criteria delineated by the respective department. Appointment at rank of Instructor on the tenure track is not available.	Curriculum Vitae (CV) demonstrating experience for proposed position and Transcript of highest or terminal earned degree forwarded to the UNTHSC Office of Faculty Affairs. Three letters of reference from faculty external to UNTHSC, at rank of Assistant Professor or higher and in a related discipline.

Rank	Criteria Guidelines	Submittal Material
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<p>Promotion from Instructor to Assistant Professor or Appointment at the rank of Assistant Professor</p>	<p>At a minimum the faculty member should demonstrate significant evidence of commitment to quality teaching and scholarship.</p> <p>Typically consideration for promotion from Instructor to Assistant Professor is based on recommendation by the School of Public Health Promotion and Tenure committee and/or by the Department Chair, satisfactory completion of an appropriate terminal degree and a minimum of two (2) years of scholarly activity, although this latter may be waived depending on experience.</p> <p>Nine (9) years is the maximum time allowed at this rank in a tenure-track.</p>	<p>In the case of promotion, candidate must be recommended by the School of Public Health Promotion and Tenure committee and/or by the Department Chair:</p> <ul style="list-style-type: none"> • A complete Curriculum Vitae (CV) • A usual reason a faculty member is appointed as an instructor is prior to completion of a terminal degree (such as Ph.D., DrPH, MD, or other). If this was the reason a transcript demonstrating receipt of this degree should be forwarded to the UNTHSC Office of Faculty Affairs along with a CV. • A two-page narrative describing the candidates' history as an Instructor and self-assessment of meeting further promotion criteria. • For each course, and other teaching experience, provide a description that includes: course number and title; semester taught; class size; evaluations scores; and additional information as deemed necessary. For each course attach the most recent syllabus. • If research was a component of the candidate's activities, a two-page narrative should be including describing these activities. Include a list of research activities and roles, and publications. <p>If for initial appointment:</p> <ul style="list-style-type: none"> • Letter from Dean and/or Department Chair requesting appointment and expected responsibilities. • A complete Curriculum Vitae <p>Three letters of reference from faculty external to the UNTHSC, at rank of Assistant Professor or higher and in a related discipline.</p>
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Rank	Criteria Guidelines	Submittal Material
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<p>Three Year Interim Review (Tenure track faculty only)</p>	<p>The granting of promotion and tenure is an important event in the academic career of a faculty member, and in the continuing development of the School and the University. In accordance with the UNTHSC Bylaws, in all cases faculty on the tenure track are expected to demonstrate outstanding performance in two (2) of the three (3) areas of teaching, research and service, with a minimum of quality performance in the third.</p> <p>The three-year interim review of tenure track faculty by the Promotion and Tenure Committee occurs until tenure is conferred to review and advise faculty on their progress (the fourth and seventh year of service, following the first full year starting on September 1). The areas of teaching, research and service are reviewed and a report forwarded to the faculty member, department chair and dean of the school. This report reviews progress made and expectations of the trajectory toward successfully applying for promotion with tenure.</p> <p>The criteria guidelines used for the review are based on the present rank of the faculty member; if Assistant Professor then progress toward achieving Associate Professor criteria is evaluated, and if Associate Professor progress toward achieving Full Professor is evaluated. See criteria for specific ranks in the following tables.</p>	<p>In addition to a current Curriculum Vitae (CV) the following material should be included as part of the submitted portfolio for review.</p> <p>Introduction</p> <p>A one-page description of academic credentials, a brief history of professional experience following conferral of terminal degree and their appointment at UNTHSC, and a self-assessment of progress during the past three years.</p> <p>Teaching</p> <p>Provide a narrative (2 pages or less of text) describing teaching methods and philosophy (this information may also be included under the course-by-course description when method and philosophy vary by course). Comment on issues that might be associated with poor evaluations and how those issues were addressed. Describe plans for teaching over the next three years; include expected modifications or changes in teaching methods or philosophy, and where applicable how this addresses the implementation of higher order thinking skills. Where appropriate, information can be supplied or supplemented with tables and figures along with the text.</p> <p>For each course taught provide a description that includes: course number and title; semester taught; class size; evaluations scores; and include other information as deemed necessary. For each course attach the most recent syllabus. Describe other teaching contributions, such as guest lectures and invited presentations at other institutions; practice based training, or community practice settings.</p> <p>Research</p> <p>Provide a narrative (2 pages or less of text) describing the area of research, efforts in establishing research expertise and research plans for the next three years. Where appropriate, information can be supplied or supplemented with tables and figures along with the text.</p> <p>Provide the following supportive evidence:</p> <ul style="list-style-type: none"> • A list of all publications with accurate citations. Be sure to differentiate abstracts, peer-reviewed manuscripts organized as under review, accepted, and published, book chapters, and reports and presentations (with dates, locations and organization). • Listing of grants and contracts submitted, and if awarded. This should include the title, abstract, inclusive dates, direct costs, indirect recovery, and percent salary recovery requested and obtained, funding agency, and status of the project. • Where appropriate indicate collaboration with community groups and agencies that have been part of research activities. <p>Service</p> <p>Provide a narrative (2 pages or less of text) describing service to the school, the university, the profession, and the public health community. Also include plans for service over the next three years.</p>
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Rank	Criteria Guidelines	Submittal Material
<p>Promotion from Assistant to Associate Professor or Appointment at the rank of Associate Professor</p>	<p>Faculty being considered for promotion to the rank of Associate Professor, or tenure if at the rank of Associate Professor on a tenure-track, must have met all the requirements for appointment at the lower ranks. In addition, for promotion they must meet all of the following three requirements, and for tenure the following four requirements:</p> <ol style="list-style-type: none"> 1. They must have an established record and area of research and scholarly productivity. 2. They must have demonstrated a record of high quality in teaching. 3. They must have demonstrated a record of service to the School, the University, and the fields of public health. 4. For tenure considerations they must have demonstrated promise of continuing and increasing growth in scholarship likely to result (in due course) in promotion to the rank of Professor. <p>Teaching: To evaluate the quality of teaching, the promotion and tenure committee examination may include the following: (1) course outlines and syllabi, supplemental reading lists, and other materials distributed in classes that demonstrate linkage with designated course and program competencies; (2) textbook or required readings selection; (3) use of collateral readings, library, or laboratory assignments; (4) examinations, term papers, and projects; (5) development of new courses and special materials; (6) direction of independent studies, theses, and dissertations, service on graduate student committees in the School and the University, and other evidence of mentorship; (7) special instructional roles, such as advice on research design, methodology, and curriculum development; (8) ability to advise students effectively in academic matters; (9) approaches taken to improve teaching and mentoring quality; and (10) faculty and course assessments that measure students' perception of learning and mastering of course competencies.</p> <p>The candidate is also required to show evidence that he or she has achieved a record of quality teaching that is reflected in "course" and "instructor" evaluations routinely at the 50th percentile or above.</p> <p>Research:</p> <p>The candidate should provide information of published or accepted for publication, the equivalence of at least ten first authored refereed journal articles, in high-quality publications appropriate for the field of research during the eight-year evaluation period. Six of these publications should be first authorships; five journal article equivalencies should be in major journals. It is expected that all journal article equivalencies bear the School as the faculty member's institutional affiliation. If the faculty member applies for early consideration, publications from prior institutions will be considered if previously approved, or will be reviewed by the committee if considered appropriate.</p>	<p>Provide all materials required for the Three Year Interim Review, with the addition of the following by the dates required:</p> <ul style="list-style-type: none"> • For each narrative for Teaching, Research and Service, include how accomplishments meet the criteria for promotion and/or tenure. • Provide a list of three names and contact information of individuals who are qualified to review the candidate's portfolio, who are not part of the UNTHSC system, or directly involved in the candidates work (<i>i.e.</i>, have not been involved as a mentor, a coauthor, or close collaborator). The department chair will submit an additional three names. • Submit with the portfolio three manuscripts the candidate feels best represents their work. • The candidate will submit two names of faculty outside the School, but within the UNTHSC that can comment on the candidate's qualifications. • At the candidate's discretion, he or she may submit up to three names of internal or external references that can comment on the candidate's qualifications. <p>The referees will be mailed the submitted portfolio with the curriculum vitae and the three publications.</p>

Rank	Criteria Guidelines	Submittal Material
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	<p>The faculty member is expected to have demonstrated the ability to support their field of research through successful attainment of extramural support. This support can be demonstrated through a number of methods. These include: two or more externally funded grants and/or contracts where the faculty member is a principal or major co-investigator; consistent salary support averaged over prior years in accordance with faculty workload guidelines; and/or support of others as part of funded grants and contracts. It is expected that at a minimum the candidate is the principal investigator on at least one externally funded peer reviewed application in their field of research.</p> <p>Service: Service or the scholarship of engagement is a part of academic life and some level of competent and meaningful participation is expected of all candidates at all levels. A high level of competence in the candidates discipline is expected. Among the many indicators of service, to the University, profession and community, the promotion and tenure committee will consider the following: (1) committee assignments at the School and University level; (2) responsibilities for directing School programs; (3) developing new and cooperative programs; (4) designated administrative responsibilities; (5) serving as a consultant to professional groups; (6) leadership in national and regional professional associations; (7) editorial service to nationally recognized peer reviewed journals or scholarly publications; (8) serving as a professional consultant to public health groups or constituencies; and, (9) serving on community boards, contributing to community organizations, or other service activities.</p>	
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Rank	Criteria Guidelines	Submittal Material
<p>Promotion from Associate to Professor or Appointment at the rank of Professor</p>	<p>Faculty members being considered for initial appointment at or promotion to the rank of Professor, or if at the rank of Professor on a tenure-track, must have met all the requirements for appointment at the lower ranks. In addition, the following requirements must be met.</p> <ol style="list-style-type: none"> 1. Have achieved a recognized reputation in scholarship in his/her discipline in the national and international community. 2. Demonstrate significant impact on their disciplinary field. 3. Demonstrated high quality in teaching since appointment to the rank of Associate Professor if teaching is required by their contract at the time they were appointed to the rank of Associate Professor. 4. Demonstrate the ability and willingness to actively foster a community of scholarship within the School. 5. Demonstrate service to the School, and the University. 6. Demonstrate service to the fields of public health. <p>This is an earned rank achieved under circumstances of demonstrated merit, not longevity.</p> <p>Teaching: The teaching requirements are the same as for lower ranks. However, more weight will be given to development of new advanced courses with higher order learning strategies and assessment tools, and mentoring of students.</p> <p>Scholarly activities: Promotion to full professor requires a strong and consistent record as an independent investigator with a well-developed Scholarly research program and sustained high-quality contribution to the candidate's field of research. There should be evidence that the candidate has a national, or, if appropriate, international scientific reputation.</p> <p>While candidates with as few as 20 first author equivalent, high-quality publications in strong scientific journals are occasionally ready to be considered for promotion, most faculty successfully promoted to professor have published considerably more papers, although totals vary by discipline and prior experience.</p> <p>The candidate is required to show evidence that s/he has published or had accepted for publication a body of work which can demonstrably be shown to have had significant impact in the candidates field during the past ten-year evaluation period. Impact is demonstrated with citation counts to first-authored (or discounted other-authored) publications in the <i>Science Citation Index</i> or the <i>Social Science Citation Index</i>. Subsidiary evidence may include invitations arising from the publication of journal articles for guest speakerships, consultantships, task force assignments, and study section memberships. Continued ability and success to support their field of research and mentorship of others through attainment of extramural funding and salary support, and the relationship with scholarly publications will be considered.</p> <p>Service: Service contributions are similar to those noted above for promotion from Assistant to Associate Professor, with a greater focus on activities and appointments that are highly visible at the national/international levels.</p>	<p>Provide all materials required for promotion to Associate Professor and/or Conferral of Tenure, with the addition of the following:</p> <ul style="list-style-type: none"> • For each narrative for Teaching, Research and Service, include how accomplishments meet the criteria for promotion and have had an impact on the field of study, particularly the candidates' research. • Include for all peer-reviewed publications over the entire career, listing of citation counts by year in the Science and Social Science Citation Index. • All grants and contracts submitted during the past 5 years, including the title, abstract, duration of project, percent salary recovery requested, funding agency, and status of the project. • Evidence of a national and/or international reputation in research. • Description of efforts to dissemination products. • Where appropriate, identify which of the above were performed at UNTHSC or at other institutions.

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Post-Tenure Review	The criteria guidelines used for the review are based on the present rank of the faculty member; if Associate Professor then progress toward achieving Professor criteria is evaluated, and if Full Professor expectations of a Full Professor is evaluated. See above for these criteria.	Provide all materials listed as required for promotion to Associate Professor or Full Professor in accordance with present rank, inclusive for the past five-years, with the exception of name and contact information for external or internal reviewers. Although it is at the faculty candidate's discretion to request internal or external referee reviews, it is recommended. For each narrative for Teaching, Research and Service, include information according to being an Associate or Full Professor.