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

The goals and objectives of the UNTHSC can be achieved only through recruitment, development and retention of an outstanding faculty. 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 evaluation for promotion focuses on the past academic achievements of a faculty member, the evaluation for granting tenure is based on expectations of sustained productivity in the future, prospects of positive teamwork, collaboration, and perceptions of the faculty member as a collegial and valuable member of the University community. These guidelines were developed to assist a faculty member applying for promotion and/or tenure and to help the School's Promotion and Tenure (P&T) 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 P&T 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, 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

The Committee that evaluates and provides recommendations on progress, promotion and tenure shall be composed of a minimum of five members selected by the Dean from tenured faculty members within the SPH. It is preferable that each of the academic Departments have equitable representation when possible. Eligible members are tenured faculty at the rank of Associate Professor and Professor in the SPH. Department Chairs and the Dean are not usually eligible for membership on the Committee. However, if a Department does not have an eligible faculty member, a Chair may serve as a Committee member. However, a Chair may not vote on a promotion or tenure consideration for a faculty member from the same Department.

The Committee members shall be appointed for three-year terms. 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 (excluding referee names, letters of evaluation and recommendations), 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.

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. A quorum will consist of three eligible voting Committee members.

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.

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. 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. Responsibilities

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.
- Three Year Reviews for non-tenured, tenure track faculty
- Recommendations for promotion.
- Recommendations for tenure.
- Post-Tenure Review.
- 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.

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.
• A Departmental Chair or Dean may request the P&T Committee to review adjunct requests for recommendation of rank
• 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. It is the faculty member’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 SPH Departments, on a tenure or non-tenure track. Candidates should submit one paper copy and one electronic PDF of their complete portfolio, as detailed below. The electronic copy will be distributed to committee members and the Office of Faculty Affairs and one paper copy will be available in the Dean’s Office for review by other SPH faculty. 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 of external referees.

The Chair of the P&T Committee is responsible for ensuring 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.

Reviews will be conducted in accordance with the UNTHSC P&T timelines for the specific year (posted at the UNTHSC Faculty Affairs webpage). Additional materials may be submitted following the due date at the discretion of the P&T Chair. 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 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 PDF portfolio to their Department Chair by August 15 at the end of each third year of service. 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 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.

- In accordance with UNTHSC P&T timelines, usually around September 1, 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 first week of November. The P&T Committee will deliver its report to the Dean, Department Chair and the faculty member no later than the third week of January.

3. Promotion to Associate Professor, Full 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.

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 Chair’s 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.

- In accordance with UNTHSC P&T timeline, usually around September 1, 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.

- In accordance with UNTHSC P&T timeline, usually around September 15, the candidate shall submit a minimum of five 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.

- In accordance with UNTHSC P&T timeline, usually around the third week of September, the Department Chair will submit the names supplied by the candidate and an additional minimum of five names and contact information of external reviewers to the P&T 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. 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 ten names submitted by the Department Chair and from the candidate, and additional names identified by the Committee Chair. The P&T Chair will forward the candidate’s portfolio to reviewers no later than the fourth week of October.

- In accordance with UNTSC P&T timeline, usually around the third week of October, the candidate shall submit one paper copy and one PDF copy 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.

- In accordance with UNTSC P&T timeline, usually around the third week of October, the Department Chair will submit a recommendation for promotion and/or tenure to the P&T Chair, and a copy to the UNTSC Faculty Affairs Coordinator, Office of Faculty Affairs.

- In accordance with UNTSC P&T timeline, usually around the second week of November, the P&T Chair will forward the portfolio with all reviews, recommendations and reference letters to the Committee. One paper copy will be placed in the Dean’s Office for review by other SPH faculty.

- In accordance with UNTSC P&T timeline, usually around the third week of January, the Committee shall have reviewed the candidate’s portfolio and made a formal written and verbal recommendation to the Dean.

- In accordance with UNTSC P&T timeline, usually around the third week of February, the Dean shall review and make his/her recommendation with regard to promotion and/or tenure to the Provost.

4. 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:

- 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.

- In accordance with UNTSC P&T timeline, usually around the 2nd week of October of the 6th year, a single PDF copy of the faculty member’s portfolio shall be submitted to their Department Chair.

- In accordance with UNTSC P&T timeline, usually around the 4th week of October, the Department Chair shall forward the faculty portfolio and performance evaluation to the P&T Chair, to be distributed to the P&T Committee.
• In accordance with UNTHSC P&T timeline, usually around the last full week of November, the 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 working days, the Dean shall forward a written evaluation to the faculty member with copies to the Department and P&T Chairs.

C. Portfolio 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 candidate’s prior agreements and/or contract.

1. Promotion 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 PhD, 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; copies of the student evaluations of instruction; 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. A list should be included 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 candidate’s 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) 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).

Provide the following supportive evidence:

• A list of all courses taught. For each course, provide the 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. 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.
- 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) describing the candidate's 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 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).
- 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 of the Web of Science.
- 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.
- As applicable, identify the impact of the candidate's scholarly work on improving public awareness, policy, practice, or population health.

**Service**

Provide a narrative (2 pages or less) describing service to the School, Health Science Center, 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 to Associate Professor, Full 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 to Associate Professor and/or tenure.
- Provide evidence of a national and/or international reputation in scholarly work, such as invitations as a presenter to national and/or international events or advisory committees, citations, h-factors, and awards.
- Where appropriate, identify which of the above were performed at UNTHSC or at other institutions.
• Provide a minimum of ten names and contact information for external individuals who are qualified to review the candidate’s portfolio, who have not been directly involved in the candidate’s work (i.e., have not been involved as a mentor, a coauthor, or close collaborator). A minimum of five names are provided by the candidate, and five by the department Chair.

• Submit with the portfolio three manuscripts and/or other scholarly materials the candidate feels best represents their work.

• Submit two names of faculty outside the SPH, but within the UNTHSC who can comment on the candidate’s qualifications.

• Student evaluation reports for all classes taught and eligible for evaluations.

• Copies of annual evaluations for the past six years, or since date of hire or last promotion, if less than six years.

4. 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.

D. Promotion and Tenure – Guidelines and Criteria

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 benefit the health of the public.\(^3\)

b. Teaching

Teaching and mentoring are critical components of scholarship. Aristotle’s view that, “teaching


is the highest form of understanding” highlights the connection between teaching and learning. Good teachers must be well informed and steeped in their fields, but also learners who are creatively pushed in new directions by their students.

c. Service

The academic concept of service is embedded within the scholarship of application and integration. As defined by Boyer, the Scholarship of Engagement values and commends interaction with practitioners, policy makers, communities, and organizations. Scholarly service is tied to the use of one's professional knowledge 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 scholarly service from other forms of community service that are more appropriately considered responsibilities of citizenship.

2. Promotion to Assistant Professor

a. Overview

Consideration for promotion from Instructor to Assistant Professor is typically based on satisfactory completion of an appropriate terminal degree and a minimum of two years of scholarly activity, although this latter may be waved depending on experience. There are two levels considered when evaluating research, teaching, and service: Outstanding and Quality. The candidate must demonstrate outstanding performance in 2 of 3 areas (research, teaching, and service) and at least quality performance in a third area in accordance with their annual contract. 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.

b. Quality and Outstanding Performance

Below are examples of the kinds of accomplishments that are consistent with quality and outstanding performance for promotion from Instructor to Assistant Professor.

Quality Performance (Research)

- Successful completion of dissertation research
- Publication of abstracts and poster presentations within UNTHSC


6 From Article X of the UNTHSC Bylaws: “A faculty member with major responsibilities in research must show evidence of outstanding achievement in research and teaching or (clinical) service, and quality achievement in the third.”
• Oral presentation of research work within UNTHSC

Outstanding Performance (Research)
• Publications in peer-reviewed journals
• Publications of abstracts and poster presentations regionally and nationally
• Oral presentation of research work regionally and nationally

Quality Performance (Teaching)
• Satisfactory peer and student evaluation
• Participation in student mentoring
• Participation in teaching seminars offered by the Center for Innovative Learning or similar entity

Outstanding Performance (Teaching)
• Outstanding peer and student evaluations
• Mentoring students for Public Health Practice Experience
• Participation in teaching seminars offered regionally and nationally

Quality Performance (Service)
• Serving on SPH-level committees
• Advising students on requirements for curriculum completion
• Leading journal club sessions

Outstanding Performance (Service)
• Serving on HSC-level committees
• Judging student research during Research Appreciation Day
• Serving as a reviewer of conference posters/presentation submissions to regional conferences

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

a. Overview

Promotion to Associate Professor is typically considered following a minimum of three years in the rank of Assistant Professor. Faculty being considered for promotion 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. The candidate must demonstrate outstanding performance in 2 of 3 areas (research, teaching, and service) and at least quality performance in a third area in accordance with their annual contract. Non-tenure track faculty must demonstrate outstanding performance in the area(s) identified in their annual contract.

7 From Article X of the UNTHSC Bylaws: “A faculty member with major responsibilities in research must show evidence of outstanding achievement in research and teaching or (clinical)
b. Research Guidelines

Promotion requires a significant contribution of the faculty member to his or her field of scholarly work, and a demonstrated impact on public health. There should be evidence of a national and/or international scientific reputation.

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.

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.

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 consistent salary support recovery averaged over prior years; 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 service, and quality achievement in the third.”
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; and enthusiasm and energy.

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.

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.

f. Quality and Outstanding Performance

Below are examples of the kinds of accomplishments that are consistent with quality and outstanding performance for promotion from Assistant to Associate Professor.

Quality Performance (Research)

- At least 10 first author-equivalent journal articles in high-quality peer-reviewed publications appropriate for the field (with a minimum of six of these as first authorship)
- Research/scholarly presentations locally
- Participation in intramural/extramural grant activities related to the candidate’s expertise, including at least one extramurally funded grant as PI
- Demonstrated salary support consistent with SPH Faculty workload guidelines for the prior three years
- Consultant/advisor for research/scholarship for private sector foundations, corporations or government entities
- Evidence of mentorship for graduate students in grant and manuscript writing as well as presentation preparation
- Consideration by leading scholars to be making important contributions to the field

Outstanding Performance (Research)

- Publishing (both quality and quantity) in high impact journals as first/senior author beyond what is listed above for quality performance
- Considered a national authority in his/her areas of expertise as indicated by high-quality, peer-reviewed publications during the time at the current rank
• Research that has had a significant public health impact, through improving public awareness, policy, practice, or population health.
• Receiving sustained extramural support as PI or major investigator for research activities
• Exceeds the level of salary support stated in the SPH Faculty workload guidelines for the prior three years
• Presentations/invited talks at regional, national and international conferences
• Evidence of mentorship for junior faculty in grant and manuscript writing as well as presentation preparation

Quality Performance (Teaching)
• Quality teaching as evidenced by mastery of the subject, including the foundational and current literature in one’s discipline
• Satisfactory peer reviews of teaching quality (if available)
• Serving on Thesis/Dissertation committees
• Efforts to improve teaching skills through participation in teaching seminars offered locally, regionally or nationally
• Mentoring junior faculty and/or graduate students in teaching

Outstanding Performance (Teaching)
• Course and instructor evaluations routinely at the 50th percentile or above
• Outstanding peer reviews of teaching quality (if available)
• Serving as Chair of Thesis/Dissertation committees
• Recognition as outstanding teacher in alumni surveys (if available)
• Development of new courses
• Receiving nominations/awards for teaching efforts locally, regionally or nationally
• Training teaching and research assistants
• Mentoring publications resulting from student dissertations or theses
• Designing, delivering and evaluating innovative teaching strategies such as team based learning, debates/case studies, immersive/experiential learning, and inter-professional team training

Quality Performance (Service)
• Advising students on requirements for curriculum completion
• Participation in department, SPH and UNTHSC wide committees
• An ad hoc reviewer for major refereed journals
• Participation in professional society meetings and committees
• Participation in UNTHSC outreach activities
• Peer review for grants/contracts at local or State level funding organization

Outstanding Performance (Service)
• Recognition for excellent student advising
• Organizing member/chair of conferences, professional society meetings
• Member of an editorial board for major refereed journals
• Demonstrated leadership in outreach activities for UNTHSC
• Outstanding service as a Chair of a department, program director and/or chair of major UNTHSC committees
• Serving on community boards, contributing to community organizations, or other service activities
• Peer review for grants/contracts at state or national level funding organization

4. Promotion 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 UNT HSC). The candidate must demonstrate outstanding performance in 2 of 3 areas (research, teaching, and service) and at least quality performance in a third area in accordance with their annual contract. Non-tenure track faculty must demonstrate outstanding performance in the primary area(s) identified in their annual contract.

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. Research Guidelines

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

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 senior authorship on peer reviewed manuscripts, invitations arising from the publication of journal articles for guest speakerships, consultantships/advisorships, task force assignments, and study section/grant review panel memberships. A candidate should also provide evidence of continued ability to support their research.

8 From Article X of the UNT HSC Bylaws: “A faculty member with major responsibilities in research must show evidence of outstanding achievement in research and teaching or (clinical) service, and quality achievement in the third.”
field of research and mentorship of others through attainment of extramural funding and salary support.

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 sustained mentoring of students.

d. Service Guidelines

The service requirements are the same as for lower ranks. However, more weight will be given
to activities and appointments that are highly visible at the national/international levels.
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 new programs,
and chairing or showing major impact on institutional committees and community activities.

e. Scholarly Reputation

SPH faculty 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.

f. Quality and Outstanding

Below are examples of the kinds of accomplishments that are consistent with quality and
outstanding performance for promotion from Associate to Full Professor.

Quality Performance (Research)

- At least 20 first author-equivalent journal articles, high-quality peer-reviewed publications
  in major scientific journals (with a minimum of 10 of these as first authorship)
- Evidence of consistent level of publications and presentations over several years
- Participation in grant applications/activities as PI or major investigator
- Participation as an ad hoc member of a study section/grant review panel
- Effective mentoring of junior faculty and students in research/scholarship
- Providing research consultation in the relevant area of expertise
- Receiving research awards at the local level

Outstanding Performance (Research)

- Publishing (both quality and quantity) in high impact journals as first/senior author
  beyond what is listed above for quality performance
- Considered a national/international authority in his/her areas of expertise as indicated by
  high-quality, peer-reviewed publications and citation count during the time at the current
  rank
• Research that has had a significant public health impact through improving public awareness, policy, practice, or population health.
• Demonstrating leadership through mentoring other faculty, clinicians, and graduate students in research/scholarship
• Demonstrating success in obtaining funding for research/scholarship as a principal investigator from competitive agencies or governmental sources
• Member of an editorial board or editor of a peer-reviewed journal
• Standing or regular service as a member of a study section/grant review panel
• Invitations to organize and participate in major national or international scientific meetings
• Providing leadership in establishing and maintaining collaborative research groups
• Editor/author of a textbook adopted for teaching at other institutions
• Receiving nationally/internationally recognized awards

Quality Performance (Teaching)

• Preparing new/innovative curricular materials (e.g., courses, educational software) with emphasis on the doctoral program curriculum
• Positive reviews of course director activities from supervisors, peers and students.
• Demonstrating expert teaching in classroom and/or lab as evidenced by students, peer and alumni evaluations/surveys
• Successfully mentoring masters, doctoral, or postdoctoral students
• Providing leadership in assessment of student learning outcomes
• Providing leadership in curriculum development and/or revision
• Providing leadership in developing and implementing inter-professional educational activities

Outstanding Performance (Teaching)

• Sustained mentorship of masters, doctoral, or postdoctoral students
• Submitting and obtaining training grants
• Receiving awards for teaching

Quality Performance (Service)

• Service as a committee member at the department, school, and/or university level
• Participating in outreach activities for the UNTHSC in local communities
• Positive reviews of service as a member on a committee or subcommittee at the local, state, or national level in a professional organization

Outstanding Performance (Service)

• Service as an officer or member on a committee or subcommittee at a national level in a professional organization
• Providing leadership in practice in clinic settings and/or the local community
• Demonstrating leadership in outreach activities for UNTHSC
• Serving as an Officer in Faculty Senate
• Chairing school or UNTHSC committees
• Serving on a national governmental commission, task force, or advisory board
• Organizing symposia at the state or national level
• Serving as an editor or editorial board member for major refereed journals

5. Post-Tenure Review

The decision to tenure a faculty member is a prediction that the person will continue 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 continuing to meet the expectations for tenure at their academic rank during the review period.