

**University of North Texas  
Health Science Center**

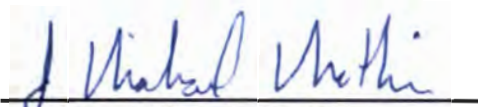
**Graduate School of Biomedical Sciences  
(GSBS)**

**Guidelines for  
Faculty Promotion, Tenure,  
and Periodic Peer Review**

**Adopted by the GSBS Faculty**

**Approved: 12/05/2019**

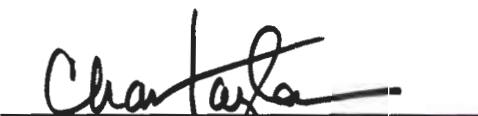
**Amended:**



**J. Michael Mathis, Ph.D.  
Dean**

**12/05/2019**

**Date**



**Charles Taylor, RPharm.D.  
Executive Vice President & Provost**

**12/13/19**

**Date**

## TABLE OF CONTENTS

<b>I.</b>	<b>PROCEDURES AND PROCESS FOR PROMOTION AND TENURE.....</b>	<b>1</b>
	<b>A. General Procedures</b>	
	<b>B. General Process</b>	
<b>II.</b>	<b>COMPOSITION OF THE PROMOTION &amp; TENURE (P&amp;T) COMMITTEES.</b>	<b>2</b>
	<b>A. The Department P&amp;T Committees</b>	
	<b>B. The GSBS P&amp;T Committee</b>	
	<b>C. Conflict of Interest</b>	
<b>III.</b>	<b>RESPONSIBILITIES.....</b>	<b>2</b>
	<b>A. The Candidate’s Responsibilities</b>	
	<b>B. Department P&amp;T Committee Members’ Responsibilities</b>	
	<b>C. Department P&amp;T Committee Chair’s Responsibilities</b>	
	<b>D. Department Chair’s Responsibilities</b>	
	<b>E. External Reviewers’ Responsibilities</b>	
	<b>F. GSBS P&amp;T Committee Members’ Responsibilities</b>	
	<b>G. GSBS P&amp;T Committee Chair’s Responsibilities</b>	
	<b>H. GSBS Dean’s Responsibilities</b>	
<b>IV.</b>	<b>PROMOTION.....</b>	<b>5</b>
	<b>A. Initiation of Promotion</b>	
	<b>B. Evaluation Process</b>	
	<b>C. Criteria for Promotion</b>	
<b>V.</b>	<b>TENURE.....</b>	<b>6</b>
	<b>A. Tenure Track</b>	
	<b>B. Mid-Probationary Review</b>	
<b>VI.</b>	<b>PERIODIC PEER REVIEW.....</b>	<b>7</b>
	<b>A. Periodic Peer Review Process</b>	
	<b>B. Evaluation Process</b>	
<b>VII.</b>	<b>REGENTS PROFESSOR OR EMERITUS PROFESSOR DESIGNATIONS.....</b>	<b>8</b>
	<b>A. Regents Professor</b>	
	<b>B. Emeritus Professor</b>	
<b>VIII.</b>	<b>APPOINTMENT OF ADJUNCT FACULTY.....</b>	<b>8</b>
<b>IX.</b>	<b>TRANSFER BETWEEN TENURE AND NON-TENURE TRACKS.....</b>	<b>8</b>
<b>X.</b>	<b>RESEARCH TRACK FACULTY.....</b>	<b>8</b>
<b>XI.</b>	<b>PROMOTION, TENURE, AND POST-TENURE REVIEW TIMELINES.....</b>	<b>9</b>
	<b>A. Promotion and Tenure</b>	
	<b>B. Post-Tenure Review</b>	

- C. New Hires
- D. Faculty Grievance and Appeal

<b>APPENDIX A</b>	
<b>GENERAL CRITERIA FOR PROMOTION AND TENURE.....</b>	<b>10</b>
<b>I. GENERAL CRITERIA.....</b>	<b>10</b>
<b>II. CRITERIA FOR TENURE.....</b>	<b>11</b>
<b>III. CRITERIA FOR PROMOTION IN TEACHING.....</b>	<b>12</b>
<b>IV. CRITERIA FOR PROMOTION IN RESEARCH/SCHOLARLY ACTIVITIES.....</b>	<b>19</b>
<b>V. CRITERIA FOR PROMOTION IN SERVICE.....</b>	<b>25</b>
<b>APPENDIX B</b>	
<b>PROMOTION AND/OR TENURE PACKET CHECKLIST/CONTENTS.....</b>	<b>30</b>
<b>APPENDIX C</b>	
<b>SAMPLE LETTER TO EXTERNAL EVALUATOR.....</b>	<b>31</b>

## **I. PROCEDURES AND PROCESS FOR PROMOTION AND TENURE**

### **A. General Procedures**

The procedures of the Graduate School of Biomedical Sciences (GSBS) presented herein should be considered in addition to general procedures outlined in the University of North Texas Health Science Center (UNTHSC) Faculty Bylaws and Policies, and the annual updates provided by the Provost. Evaluation of faculty members is detailed in UNTHSC policies 6.003 (Faculty Tenure and Promotion Policy) and 6.004 (Evaluation of Tenured Faculty).

Categories of evaluation for promotion and tenure (P&T) and periodic peer review of GSBS faculty include three areas: teaching, scholarly activities (including research), and service. A faculty member considered for P&T and periodic peer review must show continuing professional growth in all areas. For promotion and periodic peer review, activities within the three categories of teaching, research/scholarly activities, and service must have been carried out during the candidate's term at the present rank or since the last periodic peer review, respectively.

For tenure, all activities throughout the candidate's career will be considered. The criteria listed in Appendix A herein are illustrative of commonly used measures of quality and outstanding performance; however, other measures may also be considered. In assessing the ratings of quality and outstanding performance, increasing levels of accomplishment will be expected with increasing rank.

### **B. General Process**

- The names of all candidates for promotion and/or tenure or periodic peer review must be submitted to the Chair of the appropriate Department P&T Committee.
- Department Chair seeks independent external evaluations of the candidate packets.
- The candidates' complete packets are presented to the Department P&T Committee for review.
- The Department P&T Committee reviews material and presents recommendations (both orally and in writing) to the Department Chair.
- The Department Chair notifies each candidate of the recommendation of the Department P&T Committee and the Department Chair.
- The candidate should receive written notice within fifteen working days of the decision.
- The GSBS P&T Committee meets to review the candidate application(s) for promotion and/or tenure.
- The GSBS P&T Committee presents their recommendation, both orally and in writing to the appropriate Dean.
- The candidate should receive written notice within fifteen working days of the decision.
- The Dean evaluates the applications and makes recommendations in writing to the President through the Provost.
- The candidate should receive written notice within fifteen working days of the decision.
- All materials are submitted to the Provost for evaluation and recommendation to the President.

- The Provost and President notify each candidate of their recommendation.

## II. COMPOSITION OF THE PROMOTION & TENURE (P&T) COMMITTEES

### A. The Department P&T Committees

The composition of the Department P&T Committees will be governed by the Bylaws of GSBS.

### B. The GSBS P&T Committee

The composition of the GSBS P&T Committee will be governed by the Bylaws of GSBS.

### C. Conflict of Interest

A conflict of interest will require recusal from all P&T and periodic peer review processes related to that candidate. The GSBS faculty will be governed by the policies of UNTHSC and the UNT Board of Regents on conflicts of interest.

## III. RESPONSIBILITIES

### A. The Candidate's Responsibilities

1. Submit a complete, accurate, and timely application dossier entirely consistent with UNTHSC Bylaws, Policies, and Procedures to the Office of Faculty Affairs.
2. Use the CV format and content provided by the Office of Faculty Affairs for creating an application dossier.
3. Maintain all documentation relative to teaching, research/scholarly activities, service, and administrative responsibilities referenced in the dossier.
4. Provide the Department Chair and Department P&T Committee with a list of potential external reviewers.

### B. Department P&T Committee Members' Responsibilities

(Note: the committee members consist of all full-time GSBS faculty within the Department [or additional *ad hoc* members appointed by the Department Chair as described in the GSBS Bylaws] who are at or above the rank to which the candidate seeks review of promotion or all full-time tenured faculty who are at or above the rank to which the candidate seeks review of tenure or periodic peer review.)

1. Maintain confidentiality regarding all proceedings.
2. Thoroughly and objectively review the candidate's application dossier in advance of the Department P&T Committee meeting at which the candidate's case will be discussed.
3. Attend all Department P&T Committee meetings except when circumstances beyond one's control prevent attendance and participate in the discussion of every candidate.
4. Evaluate candidate performance in each general area of teaching, research/scholarly activities, and service, by using rating categories noted as "outstanding," "quality," or "deficient" according to UNTHSC policies.
5. If present for the discussion, vote on the dossiers by secret ballot, which will be collected by an assigned recording secretary and tallied. The vote is final.

### C. Department P&T Committee Chair's Responsibilities

1. Convene all meetings and act as presiding officer.
2. Summarize the candidate's dossier at the meeting of the committee members.

3. Prepare a recommendation letter summarizing the committee's evaluation to be included with the dossier.
4. Provide the Department Chair with an oral summary of the recommendation.

**D. Department Chair's Responsibilities**

1. Solicit all internal and external evaluations to be included in the candidate's application dossier. As part of the process for selecting qualified external reviews, the names of potential evaluators from outside UNTHSC will be solicited from the candidate and the Department P&T Committee. The Department Chair may also identify separate potential reviewers. Letters to potential reviewers should include a brief description of the candidate's department and its mission and include relevant criteria for promotion and/or tenure. When requesting evaluations, the Department Chair should use the template letter described in Appendix C.
2. Make a final selection of potential evaluators, and provide a list to the Dean of all individuals who will be contacted for external letters of review. Every letter of evaluation received from reviewers must be included in the dossier. Candidates will not be shown or have access to external letters as part of the P&T or periodic peer review process.
3. Provide initial guidance and general instructions to the Department P&T Committee at the beginning of the P&T or periodic peer review process.
4. Provide any additional relevant information as requested by the GSBS P&T Committee during its review.
5. Provide an independent written evaluation and recommendation for each candidate, following receipt of the Department P&T Committee's completed evaluation and recommendations. This letter will be sent to Faculty Affairs for deposition into the dossier with a copy provided to the Department P&T Committee Chair.
6. Inform each candidate in writing of the evaluation and recommendations by the Department P&T Committee of the decision and provide the candidate with the opportunity to submit a rebuttal letter to the GSBS P&T Committee according to UNTHSC policies.

**E. External Reviewers' Responsibilities**

1. At least three (3) evaluations of teaching, research/scholarly activities, and professional reputation from reviewers external to UNTHSC are required for all P&T procedures. In addition, at least one (1) evaluation from a UNTHSC faculty member in GSBS but external to the candidate's department or from another UNTHSC school/college is required. Any committee member who provides an external review letter must recuse themselves from the candidate's review.
2. Each review letter external to UNTHSC must be obtained from different institutions.
3. External evaluators should have achieved national/international recognition in their field and be at the same or higher academic rank than the candidate or be recognized with equivalent standing in a government/private sector position.
4. External evaluators must also be scholars who are not current or former thesis/dissertation advisors, former students, relatives, current collaborators, former or current mentors, or close personal friends of the candidate.
5. Evaluators outside UNTHSC must have demonstrated expertise or knowledge in the area of the candidate's research/scholarly activity or teaching.

**F. GSBS P&T Committee Members' Responsibilities**

1. Meet to review the list of candidates who have submitted complete dossiers by the deadline, identify conflicts that have not been stated, and elect a GSBS P&T Committee Chair. During this meeting, the committee will review the current procedures and rubrics to be used for the reviews.
2. After members are permitted access to the dossiers by Faculty Affairs, they will thoroughly read all packets, prepare notes in consultation with the guidelines and rubrics, and present dossiers assigned to them as a primary or secondary reviewer.
3. Meet to consider all documentation in the final dossier along with the evaluations and recommendations of the Department P&T Committee and the Department Chair when reaching its final recommendation.
4. Thoroughly and objectively review the candidate's application dossier in advance of the GSBS P&T Committee meeting at which the candidate's case will be discussed.
5. Attend all GSBS P&T Committee meetings except when circumstances beyond one's control prevent attendance and participate in the discussion of every candidate.
6. Evaluate candidate performance in each general area of teaching, research/scholarly activities, and service, by using rating categories noted as "outstanding," "quality," or "deficient" according to UNTHSC policies.
7. If present for the discussion, vote on the dossiers by secret ballot, which will be collected by an assigned recording secretary and tallied. The vote is final.

**G. GSBS P&T Committee Chair's Responsibilities**

1. Once elected at the first fall meeting of the GSBS P&T Committee, work with Faculty Affairs to confirm that all parts of the candidate's dossiers are included in the available material before distribution to reviewers.
2. Schedule and preside over the meetings of the GSBS P&T Committee, with a recording secretary appointed by Chair present at all meetings.
3. After committee conflicts are identified, appoint *ad hoc* reviewers to ensure a minimum voting number of three (3). Assign another committee member to preside on the discussion of any candidates from the Chair's home department.
4. Assign primary and secondary reviewers for each dossier to open the discussion of the candidate at the next meeting. These reviewers are at or above the rank of the candidate.
5. Prepare a final recommendation letter to be included with the dossier and solicit feedback from the GSBS P&T Committee Members.
6. Provide the GSBS Dean with a summary of the discussion and recommendations in writing and orally, with a copy of the letter sent to the Office of Faculty Affairs.
7. Inform the candidate of the committee's decision in a brief letter that is copied to the Department Chair and Office of Faculty Affairs.

**H. GSBS Dean's Responsibilities**

1. Provide initial guidance and general instructions to the GSBS P&T Committee at the beginning of the P&T or periodic peer review process.
2. Review the final dossier and recommendation from the GSBS P&T Committee and make an independent recommendation.
3. If the Dean believes additional external evaluations of the candidate's final dossier is warranted, the Dean may seek additional independent reviews of the candidate

and will notify the candidate of the request for additional independent reviews according to UNTHSC policies.

4. Once an independent evaluation has been made, forward a recommendation letter and all documentation to the Provost. The Dean's letter to the Provost will be copied to the GSBS P&T Committee Chair, Department Chair, and Office of Faculty Affairs. The Provost will review the documentation and make a final recommendation to the President following guidelines in the UNTHSC policies and procedures.

#### **IV. PROMOTION**

##### **A. Initiation of Promotion**

The faculty member who wishes to apply for academic advancement initiates the promotion application process with a written request to the Department Chair and by submitting an application dossier in conformance with deadlines established annually by UNTHSC Office of Faculty Affairs.

##### **B. Evaluation Process**

The Department Chair is charged with notifying the faculty member in writing of the recommendation letter and that of the Department P&T Committee according to UNTHSC policies. The GSBS P&T Committee then considers all documentation and the recommendations of the Department Chair and Department P&T Committee in reaching its recommendation regarding promotion. The GSBS P&T Committee then forwards its recommendation and all documentation to the GSBS Dean. The GSBS Dean will acquire any necessary additional confidential review letters, review all available documentation, and then forward a final recommendation and all documentation to the Provost.

The Chair of the GSBS P&T Committee and the Dean will notify the candidate in writing of the recommendation(s); the Provost reviews the documentation and makes a recommendation to the President following guidelines in the UNTHSC policies. If a promotion is not recommended, the Department Chair, the GSBS P&T Committee, the GSBS Dean, the Provost, and the President will not specify reasons to the faculty member for the decision other than the categories of deficiency (teaching, scholarly activities, service). If the decision of the GSBS Dean, Provost, and/or President is negative, the decision will be stated by letter to the faculty member and copied to the Chair of the GSBS P&T Committee. If the faculty member disagrees with the promotion decision, the individual has the opportunity to appeal the decision through the process outlined in UNTHSC policy 6.006 (Faculty Grievance and Appeal).

##### **C. Criteria for Promotion**

The criteria for faculty promotion in GSBS are consistent with relevant portions of the Faculty Bylaws and applicable policies and procedures of UNTHSC. Promotion criteria are intended as guidelines to be used in conjunction with UNTHSC policy. A candidate should be considered for promotion after the individual has made contributions to both the institution and the biomedical profession. Promotion from Associate Professor to Full Professor requires the attainment or maintenance of a national and international reputation. Performance within each of the three categories of teaching, scholarly activities and service will be ranked as "deficient," "quality," or "outstanding." Performance that does not meet the criteria for either "quality" or "outstanding" listed in



Appendix A herein will be considered “deficient.”

Faculty who are rated as outstanding performance in two categories and quality performance in a third category merit a promotion; faculty members must show evidence of outstanding achievement in their major area of assigned workload responsibility. Lists of common examples of quality and outstanding performance measures are provided in Appendix A below, according to relevant rank and tenure-track status.

## V. TENURE

### A. Tenure Track

The timelines for the probationary period and decision for the tenure of faculty members initially appointed on the tenure track at the level of Assistant Professor or the level of Associate Professor or Professor will comply with UNTHSC Policy 6.002 Faculty Appointment, Reappointment and Probationary Period. Beginning with the initial appointment to the rank of Assistant Professor, the probationary period will not exceed nine (9) years. A decision on tenure must be made at least one year before the last probationary year. If tenure is not granted to the faculty member by the end of their eighth probationary year, the next academic year (September 1 to August 31) will be a terminal year of appointment. Appointment periods for tenure purposes are calculated from September 1 of the calendar year in which the appointment is effective. A faculty member’s probationary period will be the length of time defined by the initial appointment to UNTHSC on the tenure track. A tenure track faculty member, under certain circumstances, may be granted an extension to the probationary period according to UNTHSC Policy 6.002.

### B. Mid-Probationary Review

Mid-probationary reviews by the Department Chair and Department P&T Committees are required for all faculty members on tenure-track. The reviews must occur after three (3) years and six (6) years for faculty members having a maximum probationary status period on tenure track of nine (9) years, and after three (3) years for faculty members having a maximum probationary status period on tenure track of not more than six (6) years. Faculty members with initial probationary periods of less than three (3) years are exempt from mid-probationary reviews.

The review is an opportunity for the Department Chair and Department P&T Committee to provide feedback and guidance to a faculty member concerning progress on the tenure track, including specific evaluation as to how well the candidate is meeting the Department’s expectations. The mid-probationary review is in addition to the annual faculty review and is intended to supplement the annual faculty review of the faculty member performed by the department chair for promotion and tenure purposes. Therefore, the Department Chair must discuss and use the appropriate tenure-track criteria for quality and outstanding performance indicators relating to teaching, research/scholarly activities, and service as the primary basis for mid-probationary reviews of faculty members.

The Department Chair must ensure that the mid-probationary review of a faculty member has been appropriately completed at the three (3)-year interval and, if indicated, at the six (6)-year interval. A faculty member granted an extension of the probationary period following UNTHSC policy 6.002 (Faculty Appointment, Reappointment, and

Probationary Period) may have the mid-probationary review period(s) extended accordingly. At the time of a faculty member's review for tenure by the GSBS P&T Committee, complete copies of all annual faculty reviews and mid-probationary review(s) completed must be included by the Department Chair for consideration in the tenure dossier.

Faculty members may choose to apply for early consideration of promotion and/or tenure by the Department Chair and the Department P&T Committee, after each of their mid-probationary reviews. If denied, then the faculty member may remain on the tenure track and reapply again after the next mid-probationary review or during the year before the last probationary year.

## **VI. PERIODIC PEER REVIEW**

### **A. Periodic Peer Review Process**

Tenured faculty members are required to undergo periodic peer review according to the Texas Education Code section 51.942 and by the guidelines established in the UNTHSC Faculty Bylaws and Policies. Notification letters will be sent by the Department Chair to faculty members scheduled for review at least six (6) months before the actual periodic peer review.

### **B. Evaluation Process**

All periodic peer review processes will be initiated following UNTHSC policies and procedures. The periodic peer review assesses whether the individual is contributing in congruence with that expected of a tenured faculty member; provides guidance for continuing and meaningful faculty development; assists faculty to enhance professional skills and goals; and refocuses academic and professional efforts, when appropriate. The faculty member is expected to continue meeting the relevant criteria for quality and outstanding performance for the current rank.

The Department Chair will notify the faculty member to be reviewed, following the timeline established by the Office of Faculty Affairs. Faculty member packets must be completed by faculty to be reviewed and delivered to the appropriate Department Chair by the Office of Faculty Affairs. The dossiers of Department Chairs and GSBS faculty with significant administrative responsibilities (such as Associate/Assistant Deans) will be forwarded directly to the GSBS P&T Committee for review, rather than through Department P&T Committees. The Department P&T Committees will review the material and presents their recommendations, both orally and in writing, to the Department Chairs. The Department Chairs submit faculty member dossiers to the Chair of the GSBS P&T Committee (through the Office of Faculty Affairs) along with the recommendations of the Department P&T Committee and Department Chair. A faculty member may choose to present any additional information to the GSBS P&T Committee during its deliberations on periodic peer review. The GSBS P&T Committee will review the material and present the recommendations, both orally and in writing, to the Dean. The Department and GSBS P&T Committees will make a determination of "deficient," "quality," or "outstanding," for performance in each area of teaching, scholarly activities, and service based on the faculty member's periodic peer review dossier and any personal statements, and provide the basis of that finding in accordance with the criteria described in the Appendix. The GSBS Dean will make an independent evaluation of the dossier and may request additional external evaluation letters. The Dean will review all available documentation,

and then forward a final recommendation to the faculty member, the Department Chair, and the Provost. Grievances related to periodic peer review will be governed by UNTHSC policy 6.006 (Faculty Grievance and Appeal).

## **VII. REGENTS PROFESSOR OR EMERITUS PROFESSOR DESIGNATIONS**

### **A. Regents Professor**

The faculty will be governed by the policies of the UNT Board of Regents and UNTHSC Policy 6.102.

### **B. Emeritus Professor**

The faculty will be governed by the policies of the UNT Board of Regents and UNTHSC Policy 6.102.

## **VIII. APPOINTMENT OF ADJUNCT FACULTY**

In general, adjunct faculty members appointed or promoted to a specific rank should meet the criteria for the promotion of regular GSBS faculty members to the relevant rank. The process for appointing faculty in such positions will be initiated by a written recommendation from the Department Chair, followed by a review by the Department P&T Committee for final recommendation to the Dean.

## **IX. TRANSFER BETWEEN TENURE AND NON-TENURE TRACKS**

A faculty member has the opportunity to request a transfer from non-tenure track to tenure track or from tenure-track to non-tenure track. Transfer of status from non-tenure track to tenure track or, vice versa, should be considered carefully by faculty members. Faculty should consult with the Department Chair, Institute/Center Director, and other mentors; the request should align with their professional career goals. To transfer status, the faculty member must submit a request in writing to the Department Chair. The request should include the reason(s) for the change. After consultation and approval by the Department Chair, the request must be reviewed and approved by the GSBS Dean and Provost. The effective date for the change in status will be the beginning of the next academic year (September 1 to August 31). Transfer between non-tenure track and the tenure track will occur only once in each direction. Additional guidance on faculty transfer between tracks may be accessed in UNTHSC Policy 6.003

## **X. RESEARCH TRACK FACULTY**

Research track faculty members hold positions through which they contribute primarily to the research mission of GSBS and UNTHSC and hold faculty rank at Research Assistant Professor or Research Associate Professor. Research track faculty are not eligible for tenure. Research-track faculty will be expected to devote most of their time to performing externally supported research and are reappointed based on their effectiveness in fulfilling the research mission and/or ability to obtain and sustain extramural salary support. Research track faculty are initially appointed through the same recruitment processes used to appoint non-tenure track and tenure-track faculty. Research track faculty members may apply for and transfer to open non-tenure track and tenure-track positions based on consideration of their qualifications in the context of workload requirements for research, teaching, and service.

## **XI. PROMOTION, TENURE, AND PERIODIC PEER REVIEW TIMELINES**

### **A. Promotion and Tenure**

A standard timeline and process are implemented for applications of promotion and/or

tenure according to institutional policies. The faculty member may elect to apply for both promotion and tenure simultaneously, in which case the same dossier and review letters may address both promotion and tenure. In such cases, the decisions on promotion and tenure are not coupled (*i.e.*, the decision on each request is considered independently of the other). Nonetheless, tenure is only awarded to faculty members who have also been awarded the rank of Associate or Full Professor; faculty members at the rank of Assistant Professor may not be granted tenure. Faculty members may elect to apply for promotion and tenure during different academic years.

**B. Periodic Peer Review**

Separate timeline and processes are implemented for periodic peer review as described by UNTHSC policies and procedures.

**C. New Hires**

All faculty recruitments and appointments must be made following UNTHSC hiring practices and policies. Individuals initially appointed to a specific academic rank should meet the GSBS guidelines for promotion to that rank. The Department Chair will initiate the process for appointing faculty in such positions.

Tenure track faculty appointments have designated probationary periods as described in the UNTHSC Policy 6.002, which are determined by their rank. Individuals seeking an appointment to a specific academic rank with tenure will require a review of the candidate's qualifications by the GSBS P&T Committee and letters of recommendation to the Dean from the Department Chair, the Chair of the search committee, and the Chair of the GSBS P&T Committee in accordance with UNTHSC Policy 6.003. After consultation with the Dean and Provost, the President will then nominate and recommend an appointment with tenure to the Chancellor based on the candidate's qualifications. Tenure for a faculty member becomes effective only after the UNT Board of Regents has approved the Chancellor's recommendation for tenure.

**D. Faculty Grievance and Appeal**

Grievances related to non-reappointment, denial of promotion or tenure, and termination will be governed by UNTHSC policy 6.006 (Faculty Grievance and Appeal).

## APPENDIX A GENERAL CRITERIA FOR PROMOTION AND TENURE

The criteria below provide some examples of activities that can be used to document quality and outstanding performance in teaching, research/scholarly activities, and service, but are not intended to be comprehensive. Multiple activities comparable to the list of examples show below will strengthen the application for promotion to each rank. The criteria for levels of performance are cumulative, *i.e.*, achieving Outstanding Performance includes fulfilling the criteria for Quality Performance. The proportion of effort assigned to each area of performance (*i.e.*, workload) will be considered in the evaluation of promotion and/or tenure. Faculty who are rated as outstanding performance in two categories and quality performance in a third category merit a promotion. Faculty members must show evidence of outstanding achievement in their major area of assigned workload responsibility. No single criterion should be considered decisive.

### I. GENERAL CRITERIA

#### A. Assistant Professor

- a minimum of two years of post-graduate experience
- demonstration of early success in research publications
- participation in teaching activity in graduate and/classroom education
- demonstration of academic credentials congruent with the school and department.

#### B. Associate Professor

- a minimum of three years in the rank of assistant professor or equivalent
- developing peer recognition that is reflected by an emerging national reputation
- evidence of scholarly achievement reflected in peer recognition of work from original research, educational programs, *etc.*
- success in obtaining extramural peer-reviewed grants or contracts; and/or investigator-initiated basic/applied/education research through grants or contracts with pharmaceutical, instrumental or other commercial enterprises
- mentoring. for example, junior faculty, residents, students, and other trainees

#### C. Professor

- distinguished performance and maturity as an associate professor, generally 3-5 years at this rank
- an established reputation that is derived from national or international peer recognition
- sustained productivity in at least two of the three academic activities: teaching, research, and service
- sustained track-record in obtaining extramural peer-reviewed grants or contracts and/or investigator-initiated basic/applied research through grants or contracts with pharmaceutical, instrumental or other commercial enterprises
- mentoring. for example, junior faculty, residents, students, and other trainees

#### D. Tenure

- meets the criteria commensurate with the rank to be considered for tenure
- exceptional degree of professional competence and scholarly achievement
- sustained track-record in obtaining extramural peer-reviewed grants or contracts and/or investigator-initiated basic/applied research through grants or contracts with pharmaceutical, instrumental or other commercial enterprises
- overall performance of the faculty member that makes the individual a desirable and continuing member of the team
- desirable personal qualities such as integrity, reliability, collegiality, and teamwork

- outstanding accomplishments in research, teaching, and service
- a mentoring track record
- recognized as outstanding by one's peers, both within and outside UNTHSC
- sustained, outstanding level of performance in two of three academic activities
- emerging excellence should be recognized at the local, state, national, and international level
- a unique value of the individual to the institution

## **II. CRITERIA FOR TENURE**

The criteria for tenure in GSBS are consistent with relevant portions of the UNTHSC Faculty Bylaws, applicable policies, and procedures of UNTHSC. Tenure criteria are intended as guidelines to be used in conjunction with UNTHSC policy. A candidate should be considered for tenure after the individual has made contributions to both UNTHSC and the biomedical profession. The award of tenure indicates a record of sustained productivity, evidence of commitment by the faculty member to professionalism and UNTHSC values, and potential for future productivity.

While the process of promotion within the ranks at UNTHSC is more directly proportional to the academic achievements of the individual, the process of tenure is viewed as a long-term investment in the faculty member commensurate with sustained performance in the future along with prospects of positive teamwork, collaborations, and perceptions of a collegial and valuable member of the UNTHSC team. To achieve tenure, faculty are expected to demonstrate:

- a sustained record of productivity in teaching, scholarly activities, and service. For each candidate, the expected level of activity is reflected by the individual's work assignments during the time on the tenure track.
- commitment to UNTHSC values and the biomedical profession in the mission of the department, school, and UNTHSC.
- evidence of potential for outstanding performance and future career growth as a faculty member. Each candidate should demonstrate a unique contribution to the department, school, and UNTHSC.

There are two levels of performance generally required in making recommendations on tenure: "quality" and "outstanding." Faculty who are rated as outstanding performance in two categories and quality performance in a third category merit tenure. Faculty members must show evidence of outstanding achievement in their major area of assigned workload responsibility. Tenure will not be granted for candidates with a rating of "deficient" in any of the three areas.

### III. CRITERIA FOR PROMOTION IN TEACHING (may include but not be limited to)

**Examples of Activities Demonstrating Teaching.** Recognition of outstanding performance as a teacher by both peers and students can be a powerful factor in the evaluation process. Because department missions are variable and unique, each department has its procedures to evaluate faculty teaching performance in an objective, fair, and rigorous manner. In all cases, however, it is strongly recommended that peer evaluation comprise a significant part of this process. Further, each department should utilize a standardized methodology to assess the quality and quantity of the teaching activities of the faculty member. Multiple activities comparable to the examples shown below, will strengthen the application for promotion at each rank. The criteria for the levels are cumulative (*i.e.*, achieving Outstanding includes fulfilling the criteria for Quality).

#### A. Associate Professor – Non-tenure Track

**1. Quality Performance** (Whenever possible, these activities should be recognized, using peer and/or student evaluations, locally as *being competent*.)

- Is nominated for a local teaching award
- Demonstrates quality student and/or peer evaluation of teaching in the classroom or laboratory
- Delivers new curriculum material (courses, syllabus, educational software, podcast, *etc.*)
- Develops curricular material and participates in the teaching of school-specific courses
- Develops postgraduate, continuing education, or training course/workshop that serves a local audience
- Facilitates small group sessions for health science center students, including but not limited to journal club, work in progress, *etc.*
- Instructs in laboratory sessions for health science students
- Participates in postgraduate or continuing education courses which serve a local audience
- Participates in teaching or supervision of graduate students and/or postdoctoral fellows
- Presents teaching rounds
- Provides lectures to students, or peers in health professions training programs
- Provides coordination of teaching by other faculty members
- Provides supervision of graduate students in teaching
- Serves as a member of thesis or dissertation advisory committees
- Is invited to present education-based seminars at the local level

**2. Outstanding Performance** (As appropriate, these activities should be recognized, using peer and/or student evaluations, locally or regionally as *being proficient*.)

- Is nominated for a University-wide, regional, or national teaching award
- Receives a local teaching award
- Designs/delivers, and evaluates innovative teaching strategies such as team-based learning, problem-based learning, and interprofessional team training in professional student training, or other teaching strategies applicable to graduate student training.

- Designs/delivers new curriculum materials (new courses/cores, syllabus materials, educational software, podcast, *etc.*)
- Develops and participates in the teaching of major portions of a graduate or professional course
- Develops/directs a postgraduate or continuing education course which serves a regional or national audience
- Is recognized as outstanding in developing and directing postgraduate, continuing education, and training courses/workshops that serve a state or national audience
- Serves as the primary advisor for graduate students pursuing the M.S. or Ph.D. degree, and/or postdoctoral fellow
- Supervises or coordinates the teaching by other faculty, fellows, or graduate students (*e.g.*, Course or Core Director)
- Obtains support for educational projects/scholarship from foundations and local, state, or federal agencies as investigator or collaborator
- Participates as investigator or collaborator on extramural training grants
- Is invited to organize and participate at a regional or national educational meeting
- Is invited to present local or regional education-based seminars and/or guest lectures at other institutions of higher education
- Participates in meeting activities at the regional or national level to develop innovative teaching skills
- Provides outstanding mentorship for junior faculty, visiting scholars, postdoctoral fellows, and or graduate students in teaching as demonstrated by mentee accomplishments in research, teaching, and service
- Authors educational materials adopted for teaching at UNTHSC and/or other institutions
- Contributes to a peer-reviewed print or electronic textbook used regionally or nationally
- Publishes in peer-reviewed venues, studies of teaching methodologies that contribute to the advancement of teaching

**B. Associate Professor – Tenure Track**

**1. Quality Performance** (Whenever possible, these activities should be recognized, using peer and/or student evaluations, locally as being competent.)

- 
- Is nominated for a local teaching award
  - Demonstrates quality student and/or peer evaluation of teaching in the classroom or laboratory
  - Delivers new curriculum material (courses, syllabus, educational software, podcast, *etc.*)
  - Develops curricular material and participates in the teaching of school-specific courses
  - Develops postgraduate, continuing education, or training course/workshop that serves a local audience
  - Facilitates small group sessions for health science center students, including but not limited to journal club, work in progress, *etc.*
  - Instructs in laboratory sessions for health science students
  - Participates in postgraduate or continuing education courses which serve a local audience



- Participates in teaching or supervision of graduate students and/or postdoctoral fellows
- Presents teaching rounds
- Provides lectures to students, or peers in health professions training programs
- Provides coordination of teaching by other faculty members
- Provides supervision of graduate students in teaching
- Serves as a member of thesis or dissertation advisory committees
- Is invited to present education-based seminars at the local level

**2. Outstanding Performance** (As appropriate, these activities should be recognized, using peer and/or student evaluations, locally or regionally as being proficient.)

- Is nominated for a University-wide, regional, or national teaching award
- Receives a local teaching award
- Designs/delivers, and evaluates innovative teaching strategies such as team-based learning, problem-based learning, and interprofessional team training in professional student training, or other teaching strategies applicable to graduate student training.
- Designs/delivers new curriculum materials (new courses/cores, syllabus materials, educational software, podcast, *etc.*)
- Develops and participates in the teaching of major portions of a graduate or professional course
- Develops/directs a postgraduate or continuing education course which serves a regional or national audience
- Is recognized as outstanding in developing and directing postgraduate, continuing education, and training courses/workshops that serve a state or national audience
- Serves as the primary advisor for graduate students pursuing the M.S. or Ph.D. degree, and/or postdoctoral fellow
- Supervises or coordinates the teaching by other faculty, fellows, or graduate students (*e.g.*, Course or Core Director)
- Obtains support for educational projects/scholarship from foundations and local, state, or federal agencies as investigator or collaborator
- Participates as investigator or collaborator on extramural training grants
- Is invited to organize and participate at a regional or national educational meeting
- Is invited to present local or regional education-based seminars and/or guest lectures at other institutions of higher education
- Participates in meeting activities at the regional or national level to develop innovative teaching skills
- Provides outstanding mentorship for junior faculty, visiting scholars, postdoctoral fellows, and or graduate students in teaching as demonstrated by mentee accomplishments in research, teaching, and service
- Authors educational materials adopted for teaching at UNTHSC and/or other institutions
- Publishes in peer-reviewed venues, studies of teaching methodologies that contribute to the advancement of teaching
- Contributes to a peer-reviewed print or electronic textbook used regionally or nationally

**C. Research Associate Professor**

**1. Quality Performance** (Whenever possible, these activities should be recognized, using peer and/or student evaluations, locally as being competent.)

- Participates in the supervision and research training of UNTHSC graduate students and postdoctoral fellows

**2. Outstanding Performance** (Whenever possible, these activities should be recognized, using peer and/or student evaluations, locally as being proficient.)

- Facilitates small group sessions as director for GSBS students, including but not limited to journal club, work in progress, *etc.*
- Directs in postgraduate or continuing education courses that serve a local or regional audience
- Presents teaching rounds
- Provides outstanding didactic teaching for specific GSBS graduate courses
- Provides outstanding instruction in laboratory sessions for graduate students
- Provides outstanding lectures to students in health professions programs

**D. Professor – Non-tenure Track**

**1. Quality Performance** (Whenever possible, these activities should be recognized, using peer and/or student evaluations, locally as being competent.)

- Is nominated for a university-wide, regional, or national teaching award
- Receives a local teaching award
- Assists in the designs/delivery of new curriculum materials (new courses/cores, syllabus materials, educational software, podcast, *etc.*)
- Demonstrates quality teaching in the classroom and/or laboratory as evidenced by student or peer evaluations
- Participates in the teaching of a graduate or professional course
- Directs a postgraduate or continuing education course which serves a local or regional audience
- Receives quality reviews of course director activities from supervisors, peers, and students
- Serves on thesis or dissertation advisory committees
- Coordinates the teaching by other faculty, fellows, or graduate students
- Participates as investigator or collaborator on extramural training grants
- Obtains support for educational projects/scholarship from foundations and local, state, or federal agencies as investigator or collaborator
- Is invited to organize and participate at a regional or national educational meeting
- Is invited to present at local or regional education-based seminars and/or guest lectures at other institutions of higher education
- Publishes as a middle author in peer-reviewed venues, studies of teaching methodologies that contribute to the advancement of teaching
- Writes print or electronic educational material used locally

**2. Outstanding Performance** (Whenever possible, these activities should be recognized, using peer and/or student evaluations, locally as being proficient.)

- Receives a university-wide, regional, or national teaching award

- Demonstrates sustained excellence of teaching activities in the classroom and/or laboratory with outstanding evaluations from students and trainees
- Designs, implements, and evaluates innovative teaching strategies
- Develops a course, curricular component, educational software, or evaluation materials, which are used regionally or nationally (i.e., board exams, *etc.*)
- Is course director for an active course with large student enrollment and/or laboratory component
- Is recognized by students or peers for outstanding performance in teaching in didactic, research, and/or clinical training of students, residents, and/or fellows or continuing education attendees, and/or mentoring of graduate students through evaluations
- Provides leadership in curriculum development and/or revision
- Provides leadership in developing and implementing interprofessional education courses
- Provides leadership in the assessment of student learning outcomes
- Serves as the major professor (chair) or co-chair on thesis or dissertation advisory committees
- Sustains excellence of teaching activities in the classroom and/or laboratory with outstanding evaluations from students and trainees
- Obtains support for educational projects/scholarship from foundations and local, state, or federal agencies as an investigator
- Participates on extramural training grants
- Is invited to organize and participate with a major role (*e.g.*, organizing committee member, session chair, *etc.*) at a regional or national educational meeting
- Is invited to present national or international education-based seminars and/or guest lectures at other institutions of higher education
- Provides outstanding mentorship for junior faculty, visiting scholars, postdoctoral fellows, and or graduate students in teaching as demonstrated by mentee accomplishments in research, teaching, and service
- Consults at national levels (*e.g.*, Education Advisory Board)
- Supervises a training program which has a regional or national audience
- Authors educational materials adopted for teaching at UNTHSC and/or other institutions
- Is an editor/author of a textbook adopted for teaching at other institutions
- Publishes as first or senior author in peer-reviewed venues, studies of teaching methodologies that contribute to the advancement of teaching
- Writes a chapter for a peer-reviewed print or electronic textbook used regionally or nationally

#### **E. Professor – Tenure Track**

**Quality Performance** (Whenever possible, these activities should be recognized, using peer and/or student evaluations, locally as being competent.) \_\_\_\_\_

- Is nominated for a university-wide, regional, or national teaching award
- Receives a local teaching award
- Assists in the designs/delivery of new curriculum materials (new courses/cores, syllabus materials, educational software, podcast, *etc.*)
- Demonstrates quality teaching in the classroom and/or laboratory as evidenced by student or peer evaluations

- Participates in the teaching of a graduate or professional course
- Directs a postgraduate or continuing education course which serves a local or regional audience
- Receives quality reviews of course director activities from supervisors, peers, and students
- Serves on thesis or dissertation advisory committees
- Coordinates the teaching by other faculty, fellows, or graduate students
- Obtains support for educational projects/scholarship from foundations and local, state, or federal agencies as investigator or collaborator
- Participates as investigator or collaborator on extramural training grants
- Is invited to organize and participate at a regional or national educational meeting
- Is invited to present at local or regional education-based seminars and/or guest lectures at other institutions of higher education
- Publishes as a middle author in peer-reviewed venues, studies of teaching methodologies that contribute to the advancement of teaching
- Writes print or electronic educational material used locally

**2. Outstanding Performance** (Whenever possible, these activities should be recognized, using peer and/or student evaluations, locally as being proficient.)

---

- Receives a university-wide, regional, or national teaching award
- Demonstrates sustained excellence of teaching activities in the classroom and/or laboratory with outstanding evaluations from students and trainees
- Designs, implements, and evaluates innovative teaching strategies
- Develops a course, curricular component, educational software, or evaluation materials, which are used regionally or nationally (i.e., board exams, *etc.*)
- Is course director for an active course with large student enrollment and/or laboratory component
- Is recognized by students or peers for outstanding performance in teaching in didactic, research, and/or clinical training of students, residents, and/or fellows or continuing education attendees, and/or mentoring of graduate students through evaluations
- Provides leadership in curriculum development and/or revision
- Provides leadership in developing and implementing interprofessional education courses
- Provides leadership in the assessment of student learning outcomes
- Serves as the major professor (chair) or co-chair on thesis or dissertation advisory committees
- Sustains excellence of teaching activities in the classroom and/or laboratory with outstanding evaluations from students and trainees
- Participates on extramural training grants
- Obtains support for educational projects/scholarship from foundations and local, state, or federal agencies as an investigator
- Is invited to organize and participate with a major role (*e.g.*, organizing committee member, session chair, *etc.*) at a regional or national educational meeting
- Is invited to present national or international education-based seminars and/or guest lectures at other institutions of higher education

- Provides outstanding mentorship for junior faculty, visiting scholars, postdoctoral fellows, and or graduate students in teaching as demonstrated by mentee accomplishments in research, teaching, and service
- Consults at national levels (*e.g.*, Education Advisory Board)
- Supervises a training program which has a regional or national audience
- Authors educational materials adopted for teaching at UNTHSC and/or other institutions
- Is an editor/author of a textbook adopted for teaching at other institutions
- Publishes as first or senior author in peer-reviewed venues, studies of teaching methodologies that contribute to the advancement of teaching
- Writes a chapter for a peer-reviewed print or electronic textbook used regionally or nationally

#### IV. CRITERIA FOR PROMOTION IN RESEARCH/SCHOLARLY ACTIVITIES (may include but not be limited to)

**Examples of Activities Demonstrating Research/Scholarly Activities.** For promotion to the level of Associate Professor or above, demonstration of continued scholarly productivity illustrating the candidate's significant impact in his or her professional community is expected. Publication criteria must be fulfilled for each rank. Publications may be original scholarly articles in a peer-reviewed journal, review articles, case reports, or book chapters. Multiple activities comparable to the examples shown below, will strengthen the application for promotion at each rank. The criteria for the levels are cumulative (*i.e.*, achieving Outstanding includes fulfilling criteria for Quality).

##### A. Associate Professor – Non-tenure Track

###### 1. Quality Performance

---

- Receives a local or regional research award
- Provides local presentation of research results (seminars, grand rounds, local scientific programs, *etc.*)
- Shows evidence of initial publication success
- Publishes peer-reviewed journal articles or textbook chapters as middle author
- Acquires intramural grant funding as an investigator
- Shows evidence of application as an investigator for research grants or contracts locally, regionally, or nationally
- Is actively involved in clinical or basic science investigation
- Participates in pharmaceutical or device trials
- Presents research lectures at local or regional meetings/conferences
- Submits disclosure of inventions, file patents

###### 2. Outstanding Performance

---

- Receives a state or national research award or recognition
- Acquires an extramural grant as an investigator at the funding level of three years or higher
- Acquires an extramural funding contract as an investigator comparable to an NIH grant from other extramural agencies or foundations
- Demonstrates success in obtaining investigator-initiated basic/applied research through grants or contracts with pharmaceutical, instrumental or other commercial enterprises
- Demonstrates success in obtaining extramural peer-reviewed support for educational projects and scholarship from entities such as foundations and federal and state agencies
- Provides presentation of invited or peer-reviewed research results at national or international professional meetings
- Is invited to present a research-based seminar regionally or nationally
- Is invited to present a research-based seminar regionally or nationally
- Presents posters or abstracts at national meetings/conferences as first or senior author
- Demonstrates evidence of a portfolio of high quality, peer-reviewed and other publications, the number and forum for these publications being appropriate to the field of study

- Demonstrates evidence of successful development of interdepartmental and/or interdisciplinary collaborative research programs
- Have patents prosecuted or inventions licensed
- Participates in pharmaceutical or device trials

## **B. Associate Professor – Tenure Track**

### **1. Quality Performance**

- 
- Receives a local or regional research award
  - Provides local presentation of research results (seminars, grand rounds, local scientific programs, *etc.*)
  - Shows evidence of initial publication success
  - Publishes peer-reviewed journal articles or textbook chapters as middle author
  - Acquires intramural or extramural grant funding as an investigator
  - Shows evidence of application as an investigator for research grants or contracts locally, regionally, or nationally
  - Is actively involved in clinical or basic science investigation
  - Participates in pharmaceutical or device trials
  - Presents research lectures at local or regional meetings/conferences
  - Submits disclosure of inventions, file patents

### **2. Outstanding Performance**

- 
- Receives a state or national research award or recognition
  - Acquires an extramural grant as an investigator at the funding level of three years or higher
  - Acquires an extramural funding contract as an investigator comparable to an NIH grant from other extramural agencies or foundations
  - Demonstrates success in obtaining investigator-initiated basic/applied research through grants or contracts with pharmaceutical, instrumental or other commercial enterprises
  - Demonstrates success in obtaining extramural peer-reviewed support for educational projects and scholarship from entities such as foundations and federal and state agencies
  - Provides presentation of invited or peer-reviewed research results at national or international professional meetings
  - Is invited to present a research-based seminar regionally or nationally
  - Is invited to present a research-based seminar regionally or nationally
  - Presents posters or abstracts at national meetings/conferences as first or senior author
  - Demonstrates evidence of a portfolio of high quality, peer-reviewed and other publications, the number and forum for these publications being appropriate to the field of study
  - Demonstrates evidence of successful development of interdepartmental and/or interdisciplinary collaborative research programs
  - Have patents prosecuted or inventions licensed
  - Participates in pharmaceutical or device trials

## **C. Research Associate Professor**

### **1. Quality Performance**

- 
- Receives a local or regional research award

- Provides local presentation of research results (seminars, grand rounds, local scientific programs, *etc.*)
- Shows evidence of initial publication success
- Publishes peer-reviewed journal articles or textbook chapters as middle author
- Acquires intramural or extramural grant funding as an investigator
- Shows evidence of application as an investigator for research grants or contracts locally, regionally, or nationally
- Is actively involved in clinical or basic science investigation
- Participates in pharmaceutical or device trials
- Presents research lectures at local or regional meetings/conferences
- Submits disclosure of inventions, file patents

## **2. Outstanding Performance**

---

- Receives a state or national research award or recognition
- Acquires an extramural grant as an investigator at the funding level of three years or higher
- Acquires an extramural funding contract as an investigator comparable to an NIH grant from other extramural agencies or foundations
- Demonstrates success in obtaining investigator-initiated basic/applied research through grants or contracts with pharmaceutical, instrumental or other commercial enterprises
- Demonstrates success in obtaining extramural peer-reviewed support for educational projects and scholarship from entities such as foundations and federal and state agencies
- Provides presentation of invited or peer-reviewed research results at national or international professional meetings
- Is invited to present a research-based seminar regionally or nationally
- Is invited to present a research-based seminar regionally or nationally
- Presents posters or abstracts at national meetings/conferences as first or senior author
- Demonstrates evidence of a portfolio of high quality, peer-reviewed and other publications, the number and forum for these publications being appropriate to the field of study
- Demonstrates evidence of successful development of interdepartmental and/or interdisciplinary collaborative research programs
- Have patents prosecuted or inventions licensed
- Participates in pharmaceutical or device trials

## **D. Professor – Non-tenure Track**

### **1. Quality Performance**

---

- Receives a local or regional research award or recognition
- Acquires an NIH grant as an investigator at the funding level of three years or higher
- Acquires an extramural funding contract as an investigator comparable to an NIH grant from other extramural agencies or foundations
- Attracts substantial gift, endowments, or alternative revenue sources to the institution



- Demonstrates success in obtaining investigator-initiated basic/applied research through grants or contracts with pharmaceutical, instrumental or other commercial enterprises
- Demonstrates success in obtaining extramural peer-reviewed support for educational projects and scholarship from entities such as foundations and federal and state agencies
- Provides presentation of invited or peer-reviewed research results at national or international professional meetings
- Is invited to present a research-based seminar regionally or nationally
- Is invited to present a research-based seminar regionally or nationally
- Presents posters or abstracts at national meetings/conferences as first or senior author
- Demonstrates evidence of a portfolio of high quality, peer-reviewed and other publications, the number and forum for these publications being appropriate to the field of study
- Demonstrates evidence of successful development of interdepartmental and/or interdisciplinary collaborative research programs
- Have patents prosecuted or inventions licensed
- Participates in pharmaceutical or device trials

## **2. Outstanding Performance**

---

- Receives a state or national research award or recognition
- Acquires a multi-year extramural grant as an investigator at the funding level of NIH
- Acquires as an investigator a grant or contract comparable to the above criteria from other extramural agencies or foundations
- Attracts substantial gift, endowments, or alternative revenue sources to the institution
- Demonstrates continued success in obtaining an extramural peer-reviewed grant
- Demonstrates continued success in investigator-initiated basic or applied research through contracts with pharmaceutical, instrumental or other commercial enterprises
- Demonstrated success in extramural peer-reviewed support for educational projects and scholarship from entities such as foundations and federal and state agencies
- Is invited to organize and participate with a major role (*e.g.*, organizing committee member, session chair, *etc.*) at a national educational meeting
- Is invited to present national or international seminars and/or guest lectures at other institutions
- Demonstrates evidence of a significant portfolio of high quality, peer-reviewed and other publications, the number and forum for these publications being appropriate to the field of study
- Acquires a patent with the potential to generate University resources or an invention that has a major impact on state-of-the-art
- Consults at the national level (*e.g.*, Board of Scientific Advisors)
- Directs the scholarly activities of other faculty, post-doctoral appointees, residents, clinicians, *etc.*

- Participates in biomedical product and/or bioskills laboratory commercialization

**E. Professor – Tenure Track**

**1. Quality Performance**

---

- Receives a local or regional research award or recognition
- Acquires an NIH grant as an investigator at the funding level of three years or higher
- Acquires an extramural funding contract as an investigator comparable to an NIH grant from other extramural agencies or foundations
- Demonstrates success in obtaining investigator-initiated basic/applied research through grants or contracts with pharmaceutical, instrumental or other commercial enterprises
- Demonstrates success in obtaining extramural peer-reviewed support for educational projects and scholarship from entities such as foundations and federal and state agencies
- Provides presentation of invited or peer-reviewed research results at national or international professional meetings
- Is invited to present a research-based seminar regionally or nationally
- Is invited to present a research-based seminar regionally or nationally
- Presents posters or abstracts at national meetings/conferences as first or senior author
- Demonstrates evidence of a portfolio of high quality, peer-reviewed and other publications, the number and forum for these publications being appropriate to the field of study
- Demonstrates evidence of successful development of interdepartmental and/or interdisciplinary collaborative research programs
- Have patents prosecuted or inventions licensed
- Participates in pharmaceutical or device trials

**2. Outstanding Performance**

---

- Receives a state or national research award or recognition
- Acquires a multi-year extramural grant as an investigator at the funding level of NIH
- Acquires as an investigator a grant or contract comparable to the above criteria from other extramural agencies or foundations
- Attracts substantial gift, endowments, or alternative revenue sources to the institution
- Demonstrates continued success in obtaining an extramural peer-reviewed grant
- Demonstrates continued success in investigator-initiated basic or applied research through contracts with pharmaceutical, instrumental or other commercial enterprises
- Demonstrated success in extramural peer-reviewed support for educational projects and scholarship from entities such as foundations and federal and state agencies
- Is invited to organize and participate with a major role (*e.g.*, organizing committee member, session chair, *etc.*) at a national educational meeting

- Is invited to present national or international seminars and/or guest lectures at other institutions
- Demonstrates evidence of a significant portfolio of high quality, peer-reviewed and other publications, the number and forum for these publications being appropriate to the field of study
- Acquires a patent with the potential to generate University resources or an invention that has a major impact on state-of-the-art
- Consults at the national level (*e.g.*, Board of Scientific Advisors)
- Directs the scholarly activities of other faculty, post-doctoral appointees, residents, clinicians, *etc.*
- Participates in biomedical product and/or bioskills laboratory commercialization

## V. CRITERIA FOR PROMOTION IN SERVICE (may include but not be limited to)

**Examples of Activities Demonstrating Service.** Service includes, but is not necessarily limited to, activities in GSBS and other affiliated units at UNTHSC. Multiple activities comparable to the examples shown below, will strengthen the application for promotion at each rank. The criteria for the levels are cumulative (*i.e.*, achieving Outstanding includes fulfilling criteria for Quality).

### A. Associate Professor – Non-tenure Track

#### 1. Quality Performance

---

- Oversees activities in local education, research, or clinical training workshops
- Participates in outreach activities for UNTHSC in local communities
- Participates in workshops/courses for activities in bioskills laboratory
- Serves as a committee member at the department level
- Serves as an *ad hoc* journal reviewer or abstract reviewer for a local or regional conference/meeting
- Serves as an *ad hoc* member of a review committee on a local or regional grant review

#### 2. Outstanding Performance

---

- Consults at the state or national level regarding service-related activities
- Demonstrates skills in managing service activities or programs
- Oversees, directs, and interprets tests, procedures or data handling in support of a clinical or service laboratory
- Provides significant effort in outreach programs (recruitment of prospective students, summer outreach programs, training courses/workshops, *etc.*)
- Receives recognition of service as a committee member at the department or institute/center, school, and/or university level
- Receives recognition of participation in outreach activities for UNTHSC in local communities
- Receives recognition of participation in workshops/courses for activities in bioskills laboratory
- Serves as a Graduate Advisor in a graduate discipline
- Serves as an organizer or *ad hoc* journal reviewer or abstract reviewer for a conference/meeting
- Serves as a regular or *ad hoc* member on an NIH or NSF study section, special emphasis panel, or comparable review group
- Serves on a professional society committee
- Serves on GSBS or institutional committees

### B. Associate Professor – Tenure Track

#### 1. Quality Performance

---

- Oversees activities in local education, research, or clinical training workshops
- Participates in outreach activities for UNTHSC in local communities
- Participates in workshops/courses for activities in bioskills laboratory
- Serves as a committee member at the department level

- Serves as an *ad hoc* journal reviewer or abstract reviewer for a local or regional conference/meeting
- Serves as an *ad hoc* member of a review committee on a local or regional grant review

## 2. **Outstanding Performance**

---

- Chairs a professional society committee
- Chairs a department search committee or another major department/institute committee
- Consults at the state or national level regarding service-related activities
- Demonstrates skills in managing service activities or programs
- Oversees, directs, and interprets tests, procedures or data handling in support of a clinical or service laboratory
- Provides significant effort in outreach programs (recruitment of prospective students, summer outreach programs, training courses/workshops, *etc.*)
- Receives recognition of service as a committee member at the department or institute/center, school, and/or university level
- Receives recognition of participation in outreach activities for UNTHSC in local communities
- Receives recognition of participation in workshops/courses for activities in bioskills laboratory
- Serves as a Graduate Advisor in a graduate discipline
- Serves as an organizer or *ad hoc* journal reviewer or abstract reviewer for a conference/meeting
- Serves as a regular or *ad hoc* member on an NIH or NSF study section, special emphasis panel, or comparable review group
- Serves on a professional society committee
- Serves on GSBS or institutional committees

## C. **Research Associate Professor**

### 3. **Quality Performance**

---

- Oversees activities in local education, research, or clinical training workshops
- Participates in outreach activities for UNTHSC in local communities
- Participates in workshops/courses for activities in bioskills laboratory
- Serves as a committee member at the department level
- Serves as an *ad hoc* journal reviewer or abstract reviewer for a local or regional conference/meeting
- Serves as an *ad hoc* member of a review committee on a local or regional grant review

### 4. **Outstanding Performance**

---

- Chairs a professional society committee
- Chairs a department search committee or another major department/institute committee
- Consults at the state or national level regarding service-related activities
- Demonstrates skills in managing service activities or programs

- Oversees, directs, and interprets tests, procedures or data handling in support of a clinical or service laboratory
- Provides significant effort in outreach programs (recruitment of prospective students, summer outreach programs, training courses/workshops, *etc.*)
- Receives recognition of service as a committee member at the department or institute/center, school, and/or university level
- Receives recognition of participation in outreach activities for UNTHSC in local communities
- Receives recognition of participation in workshops/courses for activities in bioskills laboratory
- Serves as an organizer or *ad hoc* journal reviewer or abstract reviewer for a conference/meeting
- Serves as a regular or *ad hoc* member on an NIH or NSF study section, special emphasis panel, or comparable review group
- Serves on a professional society committee
- Serves on GSBS or institutional committees

#### **D. Professor – Non-tenure Track**

##### **1. Quality Performance**

---

- Demonstrates skills in managing research/teaching activities or programs
- Oversees, directs, and interprets tests, procedures or data handling in support of a clinical or service laboratory
- Performs service as a committee member at the department, institute/center, school, and/or institute level
- Provides faculty development or mentoring to junior faculty members (grant preparation, career development, *etc.*)
- Provides outreach activities for UNTHSC for local communities
- Provides service in a national/international professional society
- Serves on department search committees
- Serves on school or institutional committees

##### **2. Outstanding Performance**

---

- Attracts substantial gifts or endowments to the institution
- Chairs a department faculty search committee or other major department/institute committees
- Chairs medical subspecialty or professional society committee
- Consults at the national level (*e.g.*, Board of Scientific Advisors)
- Consults nationally regarding service-related activities
- Directs the scholarly activities of other faculty, post-doctoral appointees, residents, clinicians, *etc.*
- Is elected on major institutional committees or boards
- Is elected to serve as an officer on a national society
- Is recognized as a journal editorial board member or editor
- Is a regular member of a grant review committee or study section
- Is invited to organize and participate in a major national or international scientific meeting

- Oversees, directs, and interprets tests, procedures or data handling in support of a clinical or service laboratory
- Provides faculty development or mentoring to junior faculty members (help prepare grants, comment on manuscripts and mentor towards career development)
- Provides significant effort in outreach programs (*e.g.*, recruitment of prospective students, summer outreach programs and camps, additional training/tools courses, *etc.*)
- Receives recognition for faculty development or mentoring to junior faculty members (grant preparation, career development, *etc.*)
- Serves as a major committee member/chair in a national/international professional society
- Serves as an administrative appointee (*i.e.*, vice or associate chairperson of a department)
- Serves as *ad hoc* or permanent member on an NIH or NSF study section, special emphasis panel, or comparable review group
- Serves as a regular or *ad hoc* member on a national research or review committee
- Serves as officer or major committee member/chair in regional or national professional society
- Serves as the Graduate Advisor in a discipline
- Serves on a professional society or board executive committee

**E. Professor – Tenure Track**

**3. Quality Performance**

- 
- Demonstrates skills in managing research/teaching activities or programs
  - Oversees, directs, and interprets tests, procedures or data handling in support of a clinical or service laboratory
  - Performs service as a committee member at the department, institute/center, school, and/or institute level
  - Provides faculty development or mentoring to junior faculty members (grant preparation, career development, *etc.*)
  - Provides outreach activities for UNTHSC for local communities
  - Provides service in a national/international professional society
  - Serves on department search committees
  - Serves on school or institutional committees

**4. Outstanding Performance**

- 
- Attracts substantial gifts or endowments to the institution
  - Chairs a department faculty search committee or other major department/institute committees
  - Chairs medical subspecialty or professional society committee
  - Consults at the national level (*e.g.*, Board of Scientific Advisors)
  - Consults nationally regarding service-related activities
  - Directs the scholarly activities of other faculty, post-doctoral appointees, residents, clinicians, *etc.*

- Is elected on major institutional committees or boards
- Is elected to serve as an officer on a national society
- Is recognized as a journal editorial board member or editor
- Is a regular member of a grant review committee or study section
- Is invited to organize and participate in a major national or international scientific meeting
- Oversees, directs, and interprets tests, procedures or data handling in support of a clinical or service laboratory
- Provides faculty development or mentoring to junior faculty members (help prepare grants, comment on manuscripts and mentor towards career development)
- Provides significant effort in outreach programs (*e.g.*, recruitment of prospective students, summer outreach programs and camps, additional training/tools courses, *etc.*)
- Receives recognition for faculty development or mentoring to junior faculty members (grant preparation, career development, *etc.*)
- Serves as a major committee member/chair in a national/international professional society
- Serves as an administrative appointee (*i.e.*, vice or associate chairperson of a department)
- Serves as *ad hoc* or permanent member on an NIH or NSF study section, special emphasis panel, or comparable review group
- Serves as a regular or *ad hoc* member on a national research or review committee
- Serves as officer or major committee member/chair in regional or national professional society
- Serves as the Graduate Advisor in a discipline
- Serves on a professional society or board executive committee



**APPENDIX B**  
**PROMOTION AND/OR TENURE PACKET CHECKLIST/CONTENTS**

The Annual Promotion and Tenure Packet Checklist may be obtained at:

<https://www.unthsc.edu/academic-affairs/faculty-affairs/annual-faculty-promotion-and-tenure/>

**APPENDIX C**  
**SAMPLE LETTER TO EXTERNAL EVALUATOR**

Dear Dr. [---],

The Department of [---] in the Graduate School of Biomedical Sciences (GSBS) at the University of North Texas Health Science Center (UNTHSC) is considering the **[promotion/advancement]** of [---] to the academic rank of [---]. As the Chair of [---], I am writing to you as a recommended leader in your discipline to provide an honest and thoughtful evaluation of Dr. [---]'s contribution to [his/her] professional field in terms of teaching, research/scholarly activities and service. In particular, we seek your professional judgment concerning the quality of the candidate's activities and professional and scholarly contributions to their discipline. For your review, a CV and [---] of Dr. [---] are enclosed. **[Further description or explanation of enclosures, as necessary. The letter or the enclosures should make clear the degree of the candidate's teaching and service responsibilities.]** We specifically ask that you provide the following information:

1. Describe if you have had any professional relationship with the candidate. In particular have you ever served as a mentor, supervisor, or colleague/collaborator to Dr. [---]?
2. We seek to form an objective assessment of the candidate's research/scholarly activities. We wish to apply national standards, and we would be grateful if your letter addresses the matter in those terms. To that end, please consider responding to each of the following questions.
  - What is your judgment of the quality and significance of the scholarly production of the candidate and their impact on their field relative to others at this level?
  - Does the candidate's record suggest promise for future growth as a scholar? Compare the candidate's achievements with those of other persons when they were at the same career stage, who have received the corresponding **[promotion/advancement]**, in cases with which you are familiar.
3. Assess the candidate's abilities as a teacher, if you are in a position to form an opinion.
4. Assess the candidate's service to the profession, if you are in a position to form an opinion.
5. What is your assessment of the candidate for **[promotion/advancement]** using the guidelines and criteria for appointment and promotion at UNTHSC? To assist you in this process we have provided the GSBS P&T Guidelines; the guidelines and criteria for appointment and promotion at UNTHSC are posted on the Faculty Affairs website at: <https://www.unthsc.edu/academic-affairs/faculty-affairs/criteria-for-faculty-promotion-tenure-and-post-tenure-review/>
6. Provide any additional insights or advice that you believe should be considered as we make our decision.
7. Finally, can you please summarize your background as it relates to making the above evaluations?

**[Promotion to Associate Professor / Promotion to Associate Professor with tenure / Advancement to tenure / Promotion to Professor]** is a most important consideration and your contribution and those of other external reviewers is therefore of the greatest value in our overall evaluation. I would appreciate it if you could respond to me by [---]. You may email a scanned letter and then mail the hard copy along with your current CV. If you are unable to complete this review by the above date, please let me know.

Sincerely yours,