

University of North Texas Health Science Center

Texas College of Osteopathic Medicine

Promotion and Tenure Process and Guidelines

Approved by TCOM Executive Committee on March 25, 2022

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University of North Texas Health Science Center

Texas College of Osteopathic Medicine

Faculty Promotion, Tenure, and Periodic Peer Review

The procedures of the Texas College of Osteopathic Medicine (TCOM) presented herein should be considered in addition to general policies (Policies 6.107 and 6.103) and related procedures outlined by the University of North Texas Health Science Center (UNTHSC). Policies and procedures may be found at <https://www.unthsc.edu/administrative/institutional-compliance-office/unt-health-science-center-policies/>. The rubrics for evaluation of faculty teaching, research, and service may be found at <https://unthsc.policytech.com/dotNet/documents/?docid=511&public=true>. The responsibility of UNTHSC is to develop a faculty of the highest quality by recognizing and encouraging academic achievement.

Physician clinicians must have completed an American Osteopathic Association (AOA) or Accreditation Council for Graduate Medical Education (ACGME) accredited postdoctoral training program to be eligible for appointment at the level of assistant professor. Additionally, to qualify for faculty appointment, physician clinicians must have attained certification by the AOA or American Board of Medical Specialties (ABMS) within six (6) years of being considered eligible for such certification. Physician board certification is required for appointment at the level of associate professor or higher. Non-physician clinicians must be certified or demonstrably working toward certification to be eligible for appointment at the level of assistant professor. Non-physician clinicians must be certified to be eligible for appointment at the level of associate professor or higher.

The Dean, at the recommendation of the department chair, will determine the academic rank to offer a faculty member upon hire. Upon hire, a faculty member may be granted tenure when recommended by the President and will be effective the date of UNT System Board of Regents approval. This will typically occur within the first year of employment based on timing of Board of Regents meetings.

General Criteria

Categories of evaluation for promotion and tenure (P&T) and periodic peer review (previously known as post-tenure review) of TCOM 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 the relevant areas under evaluation. The latter may include only two or three areas, depending on the candidate's historical percentage of effort in each area. For promotion and periodic peer review, activities within the three categories of teaching, 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 representative criteria listed in Articles IX, X, and XI are illustrative of commonly used and accepted measures of quality and outstanding performance; however, other activities and accomplishments of the candidate not listed therein will also be considered by the TCOM Promotion & Tenure Committee. Thus, promotion and tenure decisions will not be based on a simple count of the number of achievements in Articles IX, X, and XI. Rather, they will be determined by both the quantity and quality of activities and accomplishments demonstrated by the candidate.** In assessing quality and outstanding performance, increasing levels of activity and accomplishment will be expected with increasing rank and for tenure-track

faculty relative to non-tenure track faculty. Measures most applicable to clinicians are designated by an asterisk (*).

I. 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 their application portfolio in conformance with deadlines established annually by UNTHSC.

B. EVALUATION PROCESS

The candidate must provide a minimum of three external letters of recommendation from outside UNTHSC. These may include letters from adjunct faculty members who are not employed as full-time faculty at UNTHSC. Additionally, at least two internal letters of recommendation are required (within UNTHSC, but outside of the candidate's home department or institute/center). The candidate may provide additional letters of recommendation from any other persons they wish to include in the evaluation process. Letters of recommendation should provide an objective review of the academic and professional accomplishments of the candidate. Internal and external letters of recommendation are expected to be from persons with the ability to provide an unbiased assessment of the candidate's teaching, scholarship, and service.

The department chair will solicit at least two additional external review letters from outside UNTHSC and at least one additional internal review letter from within UNTHSC, but outside of the candidate's department and/or institute/center, to address the suitability of the candidate for promotion prior to making a recommendation to the TCOM P&T Committee, and the selection of these reviewers should be made without undue bias. Such letters will not be seen by the candidate. Each of these external and internal review letters should assess if the candidate satisfactorily meets the relevant TCOM criteria described herein, including those in Articles IX, X, and XI below.

The department chair is charged with notifying the faculty member in writing of their recommendation within 15 days of the decision. The TCOM P&T Committee then considers all documentation and the recommendation of the department chair in reaching its recommendation regarding promotion. The department chair also addresses the TCOM P&T Committee and may provide additional relevant information as requested during its review. The TCOM P&T Committee then forwards its recommendation and all documentation to the TCOM Dean. The TCOM Dean will acquire any necessary additional confidential review letters, review all available documentation, and then forward their recommendation and all documentation to the UNTHSC Provost.

The chair of the TCOM P&T Committee and the Dean notify the candidate(s) in writing of their recommendation(s). The Provost reviews the documentation and makes their recommendation to the UNTHSC President. If promotion is not recommended, the department chair, the TCOM P&T Committee, the TCOM Dean, the Provost, and the President shall not specify reasons to the faculty member for their decision other than the category(ies) of deficiency (teaching, scholarly activities, service). If the decision of the TCOM Dean, Provost, and/or President is negative, the decision will be stated by letter to the faculty member. If the faculty member disagrees with a promotion decision, they have the opportunity to appeal the decision through the Faculty Grievance and Appeal Committee. The entire promotion process must be completed

within the time frame specified to allow the Faculty Grievance and Appeal Committee sufficient time to act on appeals before the President's promotion recommendations are brought before the Board of Regents.

C. CRITERIA FOR PROMOTION

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 their profession. Performance within each of the three categories of teaching, scholarly activities, and service shall be ranked as "Deficient," "Quality," or "Outstanding." Performance that does not meet the criteria for either "Quality" or "Outstanding" listed in Articles IX, X, and XI herein shall be considered "Deficient." Promotion to assistant professor, associate professor, or professor requires outstanding performance in at least two of these categories and quality performance in the third category. Lists of common examples of quality and outstanding performance measures are provided in Articles IX, X, and XI below, according to relevant rank and tenure-track status.

Review of a candidate's application shall also take into account the historical percentage of effort in each of the three categories of teaching, scholarly activities, and service during the applicable review period (i.e., since the previous promotion within TCOM or since the initial faculty appointment within TCOM in cases when the candidate has not been promoted). A ranking of "Outstanding" in the category wherein a candidate has devoted the greatest historical percentage of effort shall be required for a recommendation of promotion to be made. If a candidate's historical percentage of effort is zero within one of the three categories, a ranking of "Deficient" shall not be assigned within that category. In such cases, performance in the relevant category shall either be omitted, or ranked as "Quality" or "Outstanding" if the candidate submits evidentiary outcomes that support such rankings. However, for a recommendation of promotion to be made if a candidate's historical percentage of effort is zero in a given category, a ranking of "Outstanding" shall be required in both other categories.

II. TENURE

A. TENURE TRACK

The maximum period of probationary status for faculty members on the tenure track shall not be more than nine (9) years of full-time academic service for those at the level of assistant professor and not more than six (6) years of full-time academic service for those at the levels of associate professor or professor. Faculty members who are not recommended for tenure by the President shall not be entitled to tenure solely by virtue of being employed at UNTHSC past their probationary period. On recommendation of the department chair and approval by the TCOM Dean, Provost, and the President, the probationary period for a faculty member appointed at the rank of assistant professor or higher may be decreased by the same amount of time that he/she has served at another institution at the rank of assistant professor or higher. Any such agreements should be specified in writing at the time of the faculty member's initial appointment. However, each new faculty member shall serve a minimum probationary term of no less than one year before application for tenure, unless the President, in special circumstances, recommends immediate tenure.

Beginning with the initial appointment to the rank of assistant professor, the probationary period shall not exceed nine (9) years. A decision on tenure will be made by the last probationary year. If tenure is not granted to the faculty member, their next academic year (September 1 to August

31) shall be their terminal year on the tenure track. A faculty member may apply for tenure before the last probationary year. If denied, then the faculty member may remain on tenure track and reapply during the last probationary year.

Beginning with the initial appointment to the rank of associate professor or professor, the probationary period shall be a minimum of one (1) year before application for tenure, but not to exceed six (6) years; i.e., the decision on tenure will be made by the last probationary year. If tenure is not granted to the faculty member, their next year will be their terminal academic year (September 1 to August 31) on the tenure track. A faculty member may apply for tenure before the last probationary year. If denied, then the faculty member may remain on tenure track and reapply during the last probationary year.

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 shall be the length of time defined by the initial appointment to UNTHSC on the tenure track. A faculty member granted a leave of absence will have their probationary period extended accordingly.

B. MID-PROBATIONARY REVIEW

Mid-probationary reviews by the department chair 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. Mid-probationary reviews are not required for faculty members on an expedited timetable who elect to seek tenure before their maximum probationary status period on tenure track expires. The review is an opportunity for the department 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 reviews 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 (Article IX), scholarly activity (Article X), and service (Article XI) as the primary bases for mid-probationary reviews of faculty members. The department chair must certify to the TCOM P&T Committee that the mid-probationary review of a faculty member has been properly completed at the three (3)-year interval and, if indicated, at the six (6)-year interval. At the time of a faculty member's review for tenure by the TCOM P&T Committee, complete copies of all annual faculty reviews and mid-probationary review(s) completed by the department chair must be included for consideration in the tenure application packet.

C. EVALUATION PROCESS

The candidate must provide a minimum of three external letters of recommendation from outside UNTHSC. These may include letters from adjunct faculty members who are not employed as full-time faculty at UNTHSC. Additionally, at least two internal letters of recommendation are required (within UNTHSC, but outside of the candidate's department). The candidate may provide additional letters of recommendation from any other persons they wish to include in the evaluation process. Letters of recommendation should provide an objective review of the academic and professional accomplishments of the candidate. Internal and external letters of recommendation are expected to be from persons with the ability to provide an unbiased assessment of the candidate's teaching, scholarship, and service.

The department chair will solicit at least two additional external review letters from outside UNTHSC and at least one additional internal review letter from within UNTHSC, but outside of

the candidate's department and/or institute, to address the suitability of the candidate for tenure prior to making a recommendation to the TCOM P&T Committee, and the selection of these reviewers should be made without undue bias. Such letters will not be seen by the candidate. Each of these external and internal review letters should assess if the candidate satisfactorily meets the relevant TCOM criteria described herein, including those in Articles IX, X, and XI below.

The department chair is charged with notifying the faculty member in writing of their recommendation within 15 days of the decision. The TCOM P&T Committee then considers all documentation and the recommendation of the department chair in reaching its recommendation regarding tenure. The department chair also addresses the TCOM P&T Committee and may provide additional relevant information as requested during its review. The TCOM P&T Committee then forwards its recommendation and all documentation to the TCOM Dean. The TCOM Dean will acquire any necessary additional confidential review letters, review all available documentation, and then forward their recommendation and all documentation to the UNTHSC Provost.

The chair of the TCOM P&T Committee and the Dean notify the candidate(s) in writing of their recommendation(s). The Provost reviews the documentation and makes their recommendation to the UNTHSC President. If tenure is not recommended, the department chair, the TCOM P&T Committee, the TCOM Dean, the Provost, and the President shall not specify reasons to the faculty member for their decision other than the category(ies) of deficiency (teaching, scholarly activities, service). If the decision of the TCOM Dean, Provost and/or President is negative, the decision will be stated by letter to the faculty member. If the faculty member disagrees with a tenure decision, he/she has the opportunity to appeal the decision through the Faculty Grievance and Appeal Committee. The entire tenure procedure must be completed within the time frame specified to allow the Faculty Grievance and Appeal Committee sufficient time to act on appeals before the President's tenure recommendations are brought before the Board of Regents.

Persons whose initial appointment to UNTHSC is at the rank of associate professor or professor may be eligible for appointment with tenure according to the process below.

A tenure packet for the candidate will be needed and should include the following documents for review and consideration.

- Full academic CV of the candidate;
- Three external letters of reference;
- Letter of support from the department chair of the department requesting the hire. This letter should provide a recommendation on whether the candidate's teaching, research, and service credentials satisfy the standards established by the appropriate school/college for tenure.
- Letter of support from the appropriate search committee chair recommending tenure. This letter should provide a recommendation on whether the candidate satisfies the standards established by the appropriate school/college for tenure.
- Letter of support from the appropriate promotion and tenure committee chair recommending tenure. This letter should provide a recommendation on whether the candidate satisfies the standards established by the appropriate school/college for tenure.

D. CRITERIA FOR TENURE

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 the institution and their profession. The award of tenure indicates a record of sustained productivity and a commitment by the faculty member to continue to contribute to the success of UNTHSC. To achieve tenure, faculty are expected to demonstrate sustained productivity in teaching, scholarly activities, and service. The expected level of activity in each of the three areas is reflected by their individual work assignments during their time on tenure track. Faculty members are expected to demonstrate commitment to their program, school, and/or university. The award of tenure indicates a high probability of continued success in teaching, scholarly activities, and service. In turn, the institution commits continuous employment to the faculty member under which termination may occur only for good cause. There are two levels of performance generally required in making recommendations on tenure: "Quality" and "Outstanding." Tenure for associate professors and professors requires outstanding performance in at least two of these categories and quality performance in the third category. Tenure shall not be granted for candidates with a rating of "Deficient" in any of the three areas. Lists of common examples of quality and outstanding performance measures for tenure-track faculty are provided in Articles IX, X, and XI below, according to relevant rank.

Review of a candidate's application shall also take into account the historical percentage of effort in each of the three categories of teaching, scholarly activities, and service during the applicable review period (i.e., since appointment to the tenure track within TCOM). A ranking of "Outstanding" in the category wherein a candidate has devoted the greatest historical percentage of effort shall be required for a recommendation of tenure to be made. If a candidate's historical percentage of effort is zero within one of the three categories, a ranking of "Deficient" shall not be assigned within that category. In such cases, performance in the relevant category shall either be omitted, or ranked as "Quality" or "Outstanding" if the candidate submits evidentiary outcomes that support such rankings. However, for a recommendation of tenure to be made if a candidate's historical percentage of effort is zero in a given category, a ranking of "Outstanding" shall be required in both other categories.

III. PERIODIC PEER REVIEW

A. PERIODIC PEER REVIEW (PREVIOUSLY KNOWN AS POST-TENURE REVIEW)

Tenured faculty members are required to undergo periodic peer review 5 years from the original, effective tenure date (September 1 of the relevant year) and every 5 years thereafter. At the discretion of the Dean, a periodic peer review may be required following a deficient annual evaluation. Notification letters will be sent by the TCOM Dean to faculty members eligible for review at least six (6) months prior to the actual periodic peer review. A periodic peer review for tenured faculty receiving a deficient annual performance rating may occur off cycle from the routinely scheduled reviews.

B. EVALUATION PROCESS

The periodic peer review assesses teaching, scholarly activities, and service, including patient care for faculty with clinical responsibilities. Faculty members are expected to continue meeting the relevant criteria for quality and outstanding performance for their current rank and clinician/non-clinician status. The faculty member may provide review letters from any persons they wish to include in the evaluation process. The faculty member must submit their portfolio to

the department chair who then makes the initial recommendation regarding the periodic peer review.

The department chair will solicit at least two external review letters from outside UNTHSC and at least one internal review letter from within UNTHSC, but outside of the candidate's department and/or institute, to address the faculty member's performance in continuing to meet the relevant criteria for rank/tenure prior to making a recommendation to the TCOM P&T Committee, and the selection of these reviewers should be made without undue bias. Such letters will not be seen by the candidate. Each of these external and internal review letters should assess if the candidate satisfactorily meets the relevant TCOM criteria described herein, including those in Articles IX, X, and XI below.

The department chair will then forward the faculty member portfolio and their recommendation to the TCOM P&T Committee for additional review. A faculty member may choose to present their portfolio and any additional information to the TCOM P&T Committee during its deliberations on the periodic peer review. The TCOM P&T Committee will then 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 portfolio and any personal statements, and then convey its decision to the faculty member, department chair, and TCOM Dean. Review of a candidate's application shall also take into account the historical percentage of effort in each of the three categories of teaching, scholarly activities, and service during the applicable review period (i.e., since the previous successful post-tenure review within TCOM or since the awarding of tenure in cases when the candidate has not previously undergone post-tenure review). If a candidate's historical percentage of effort is zero within one of the three categories, a ranking of "Deficient" shall not be assigned within that category. In such cases, performance in the relevant category shall either be omitted, or ranked as "Quality" or "Outstanding" if the candidate submits evidentiary outcomes that support such rankings. The TCOM Dean may acquire additional confidential review letters, review all available documentation, and then forward their recommendation to the faculty member and department chair.

According to UNTHSC Policy 6.103 (Evaluation of Tenured Faculty), a Professional Improvement Plan must be developed for faculty members receiving a "deficient" rating in one or more categories of performance. Additionally, a Professional Improvement Plan will be developed for tenured faculty members who have not demonstrated Outstanding performance in 2 of the 3 areas with one being in the area of historically highest effort. The Professional Improvement Plan shall set forth how specific deficiencies in a faculty member's performance (as measured against stated collegiate criteria) will be remedied. A refusal by a faculty member to participate in good faith with the completion of the plan will constitute good cause for dismissal and dismissal proceedings may be initiated under applicable policies governing revocation of tenure. The faculty member and department chair will meet to set a schedule to review progress and include those dates in the plan. The associated timeline for successful completion of the plan will be customized to the situation, and normally range between 6 months to 12 months in length. The department chair will initially determine if the faculty member has satisfactorily met the goals of the plan, and then report directly to the TCOM Dean. Failure to satisfactorily meet the goals of the plan will result in a recommendation by the TCOM Dean to the Provost that revocation of tenure and termination be initiated. The Provost will review and provide a recommendation to the President. The President will make a final decision and provide notice to the faculty member along with a recommendation to the Board of Regents. If performance in the plan is determined to be satisfactory, the next periodic peer review will be 5 years from completion of the satisfactory review. If the faculty member disagrees with a periodic

peer review decision, they have the opportunity to appeal the decision through the Faculty Grievance and Appeal Committee.

IV. REGENTS PROFESSOR OR EMERITUS PROFESSOR DESIGNATIONS

A. REGENTS PROFESSOR

The purpose of the Regents Professor Award is to provide recognition and salary support for full time faculty at the rank of professor who have performed outstanding teaching, research and service to the profession, and who have achieved a high level of national and international recognition. To be eligible, an individual must be: a full-time, tenured professor; have a distinguished record of teaching, research, and service to UNTHSC and to the profession, and a high level of national and international recognition; and demonstrate evidence of the potential for continued distinguished performance. A candidate's nomination should be based upon evidence of excellence of performance over their entire academic career, particularly upon evidence of sustained, excellent performance since promotion to the rank of professor. Candidates must submit, or have submitted on their behalf, at least four letters of recommendation from full professors at UNTHSC and two letters of recommendation from scholars outside UNTHSC attesting to their national and international reputation.

Nominations for the designation of Regents Professor shall be made by the department chair to the TCOM P&T Committee, which will conduct its review of the Regents Professor candidate utilizing the promotion and tenure criteria for full professors described herein and submit its recommendation to the TCOM Dean. The TCOM Dean will then review the Regents Professor candidate's packet and forward their recommendation to the Provost. Pending their review and support to continue the nomination, the Provost will forward their recommendation to the President for recommendation to the UNT System Board of Regents for approval. Only the Board of Regents may award the designation of Regents Professor.

The TCOM P&T Committee shall conduct reviews of the continued eligibility of currently active Regents Professors in the sixth year following the Regents Professor's appointment or reappointment designation. The reviews shall examine the extent to which the Regents Professor continues to demonstrate a distinguished record of teaching, research, and to give evidence of the potential for continuation of distinguished service. Procedures for the conduct of the reviews shall include the P&T guidelines described herein. Following their review, the TCOM P&T Committee will make a recommendation to the TCOM Dean who will forward their recommendation to the Provost, who will then decide if a Regents Professor should or should not continue to enjoy the designation.

B. EMERITUS PROFESSOR

This award may be made after a faculty member retires from full-time employment but continues to contribute to UNTHSC. To be eligible, an individual must: be retired from full-time, faculty employment as an associate professor, or professor; have held such faculty appointment for an extended period, typically at least ten years; and have a distinguished record of contributing to the mission of UNTHSC.

A candidate's nomination should be based upon evidence of excellence of performance over their entire academic career. Nominations shall be made by the department chair to the TCOM P&T Committee. The TCOM P&T Committee will conduct its review of the Emeritus candidate and submit their recommendation to the TCOM Dean. The TCOM Dean will then review the

Emeritus candidate's packet and forward their recommendation to the Provost. Pending their review and support to continue the nomination, the Provost will forward their recommendation to the President for recommendation to the UNT System Board of Regents for approval. Only the Board of Regents may award the designation of Emeritus.

V. APPOINTMENT OF ADJUNCT (NON-REGULAR) AND VISITING FACULTY

In general, adjunct (non-regular) and visiting faculty members appointed to a specific rank should meet the criteria for promotion of regular TCOM faculty members to the relevant rank. The process for appointing faculty in such positions will be initiated by the department chair and approved by the Dean.

VI. PROMOTION OF ADJUNCT FACULTY

Adjunct Faculty seeking promotion shall follow the following procedures.

- Requests for Adjunct Faculty Promotion shall be submitted at the time of appointment renewal and adjunct faculty evaluation. Special requests for out-of-cycle promotion may be considered with the approval of the Dean.
- Adjunct Faculty will provide a packet to the department Chair with the following documents, 3 months prior to appointment expiration:
 - A letter from the faculty member to the Chair requesting promotion. The letter should include an explanation of how they meet the criteria for promotion to the requested rank. Criteria for teaching, scholarly activity, and service for each rank shall be those found within the TCOM P&T guidelines for non-tenure rank (Articles IX, X, and XI below). Faculty shall demonstrate outstanding performance in 2 of the 3 areas (teaching, scholarly activity, service) with one of the outstanding areas being in that area of greatest expectation as an adjunct faculty (typically teaching). Faculty can submit any additional evidentiary material in support of promotion.
 - An updated CV.
 - Two letters of recommendation. Letters of recommendation should support achievement of the rank-specific criteria represented in Articles IX, X, and XI below.
 - No external reviews are required.
- Department Chair shall review the packet and submit their written recommendation to the Dean detailing how the adjunct faculty meets/does not meet the criteria for the promotion. Packets should be received by the Dean no later than 1 month before appointment expiration.

- The Dean shall review the packet and Chair's recommendation and render a decision. The Chair shall be notified of the decision and shall inform the faculty in writing at the time of adjunct faculty reappointment.

VII. 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. Faculty should consult their department chair or institute/center director, and other mentors, and the request should align with their professional goals. To transfer status, the faculty member must submit a request in writing to their 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 TCOM Dean and Provost. The effective date for the change in status will be the beginning of the next fiscal year (September 1). Transfer between non-tenure track and the tenure track may occur only once in each direction. Additional guidance on transfer between tracks may be accessed in the UNTHSC Policy 6.103.

VIII. PROMOTION, TENURE, AND PERIODIC PEER REVIEW TIMELINES

A. PROMOTION AND TENURE

A common timeline and process is implemented for annual review of applications for promotion and/or tenure per UNTHSC Faculty Affairs. The faculty member may elect to apply for both promotion and tenure simultaneously, in which case the same portfolio and review letters may address both promotion and tenure issues. In such cases, the decisions on promotion and tenure are not coupled (i.e., the decision on each issue is considered independently of the other). Thus, the following four outcomes are possible when simultaneously applying for promotion and tenure: promotion and tenure granted; promotion, without tenure; tenure, without promotion; neither promotion nor tenure granted. Faculty members may elect to apply for promotion and tenure during different academic years.

B. PERIODIC PEER REVIEW

A separate timeline and process is implemented for annual periodic peer review.

IX. REPRESENTATIVE CRITERIA FOR TEACHING

Assistant Professor – Non-Tenure Track

Quality Performance

- Effective teaching and assessment of student learning as indicated by student or peer evaluations
- Participating in activities to develop one's teaching skills
- Participating in teaching activities related to clinical practice*

Outstanding Performance

- Outstanding student or peer course evaluations
- Receiving local teaching awards

Assistant Professor – Tenure Track

Quality Performance

- Effective teaching and assessment of student learning as indicated by student or peer evaluations
- Participating in activities to develop one's teaching skills
- Participating in teaching activities related to clinical practice*
- Contributing to the diversity of the student population through recruitment and retention efforts

Outstanding Performance

- Outstanding student or peer course evaluations
- Receiving local teaching awards
- Participating in UNTHSC programs related to teaching (e.g., Quality Enhancement Plan, Interprofessional Education)

Associate Professor – Non-Tenure Track

Quality Performance

- Designing, delivering, and evaluating new curricular materials (e.g., courses, educational software)
- Effectively coordinating teaching by other faculty members
- Demonstrating excellent student or peer evaluation of teaching in classroom or laboratory
- Mentoring junior faculty or graduate students in teaching
- Participating in UNTHSC programs related to teaching (e.g., Quality Enhancement Plan, Interprofessional Education)

Outstanding Performance

- Providing innovation and leadership in designing, coordinating, and evaluating teaching activities as a course director
- Recognized excellence in developing and directing continuing professional education courses
- Outstanding student or peer course evaluations
- Receiving local teaching awards
- Being nominated for a state or national teaching award
- Providing exceptional mentorship for junior faculty, postdoctoral fellows, or graduate students in teaching
- Designing, delivering, and evaluating innovative teaching strategies such as team based learning, immersive simulation, and interprofessional team training.
- Demonstrating excellence in teaching activities related to clinical practice*

Associate Professor – Tenure Track

Quality Performance

- Designing, delivering, and evaluating new curricular materials (e.g., courses, educational software)

- Effectively coordinating teaching by other faculty members
- Demonstrating excellent student or peer evaluation of teaching in classroom or laboratory
- Mentoring junior faculty or graduate students in teaching
- Designing, implementing, and evaluating innovative teaching programs that benefit students in multiple programs
- Evidence of effective instruction in all teaching activities
- Being invited to present education-based seminars or guest lectures

Outstanding Performance

- Providing innovation and leadership in designing, coordinating, and evaluating teaching activities as a course director
- Recognized excellence in developing and directing continuing professional education courses
- Outstanding student or peer course evaluations
- Receiving state teaching awards
- Being nominated for a national teaching award
- Providing exceptional mentorship for junior faculty, postdoctoral fellows, or graduate students in teaching
- Designing, delivering, and evaluating innovative teaching strategies such as team-based learning, immersive simulation, and interprofessional team training
- Demonstrating excellence in teaching activities related to clinical practice*
- Publishing, in peer reviewed venues, studies of teaching methodologies that contribute to the advancement of teaching
- Providing leadership in curricular development and review, revisions, and follow up assessments
- Authoring book chapters adopted for teaching at UNTHSC or at other institutions
- Being recognized by students or peers for excellence in teaching in clinical, research, or didactic training of students, residents, or fellows or continuing medical education attendees, or mentoring of graduate students
- Obtaining support for educational projects/scholarship from foundations and federal, state, and local agencies

Professor – Non-Tenure Track

Quality Performance

- Preparing new/innovative curricular materials (e.g., courses, educational software)
- Receiving positive reviews of course director activities from supervisors, peers, or students
- Demonstrating expert teaching in classroom or laboratory as evidenced by student or peer evaluations
- Successfully guiding masters, doctoral, or postdoctoral students
- Providing leadership in curricular development and review, revisions, and follow up assessments

Outstanding Performance

- Providing leadership in curriculum development or revision
- Submitting applications for and obtaining training grants
- Designing, implementing, and evaluating innovative teaching strategies
- Providing leadership in assessment of student learning outcomes
- Providing leadership in developing and implementing interprofessional educational activities

- Receiving awards for teaching
- Developing and directing successful continuing professional education courses
- Sustained excellence of teaching activities related to clinical practice with outstanding evaluation from students and trainees*
- Publishing, in peer reviewed venues, studies of teaching methodologies that contribute to the advancement of teaching
- Authoring book chapters adopted for teaching at UNTHSC or at other institutions

Professor – Tenure Track

Quality Performance

- Preparing new/innovative curricular materials (e.g., courses, educational software)
- Receiving positive reviews of course director activities from supervisors, peers, or students
- Demonstrating expert teaching in classroom or laboratory as evidenced by student or peer evaluations
- Successfully guiding masters, doctoral, or postdoctoral students
- Publishing, in peer reviewed venues, studies of teaching methodologies that contribute to the advancement of teaching

Outstanding Performance

- Providing leadership in curriculum development or revision
- Submitting applications for and obtaining training grants
- Designing, implementing, and evaluating innovative teaching strategies
- Providing leadership in assessment of student learning outcomes
- Providing leadership in developing and implementing interprofessional educational activities
- Receiving awards for teaching
- Developing and directing successful continuing professional education courses
- Sustained excellence of teaching activities related to clinical practice with outstanding evaluation from students and trainees*
- Authoring textbooks adopted for teaching at UNTHSC or at other institutions
- Being invited to present education-based seminars or guest lectures
- Being recognized by students or peers for excellence in teaching in clinical, research, or didactic training of students, residents, or fellows or continuing medical education attendees, or mentoring of graduate students
- Obtaining support for educational projects/scholarship from foundations and federal, state, and local agencies
- Supervising training programs with a state or national audience
- Serving as a journal editorial board member or editor of a journal that focuses on education

X. REPRESENTATIVE CRITERIA FOR SCHOLARLY ACTIVITIES

Assistant Professor – Non-Tenure Track

Quality performance

- Authoring peer-reviewed journal articles
- Authoring textbook chapters

- Presenting posters or abstracts at local, state, or national conferences
- Presenting lectures at local, state, or national conferences
- Participating as a sub-investigator in pharmaceutical or device trials*

Outstanding performance

- Having intramural grant funding as a principal investigator or co-investigator
- Having extramural grant funding as a principal investigator or co-investigator
- Participating in an extramural contract to perform research services
- Acquiring a patent
- Participating in successful biomedical product commercialization

Assistant Professor – Tenure Track

Quality performance

- Authoring peer-reviewed journal articles
- Authoring textbook chapters
- Presenting posters or abstracts at local, state, or national conferences
- Presenting lectures at local, state, or national conferences
- Participating as a sub-investigator in pharmaceutical or device trials*
- Participating in quality improvement initiatives
- Participating in patient safety initiatives

Outstanding performance

- Having an intramural grant as a principal investigator or co-investigator
- Having an extramural grant as a principal investigator or co-investigator
- Having an extramural contract to perform research services as a principal investigator or co-investigator
- Having a patent
- Participating in successful biomedical product commercialization
- Receiving a local research award

Associate Professor – Non-Tenure Track

Quality performance

- Authoring peer-reviewed journal articles
- Authoring textbook chapters
- Presenting posters or abstracts at state or national conferences
- Presenting lectures at state or national conferences
- Participating as a principal investigator in pharmaceutical or device trials*
- Participating in quality improvement initiatives
- Participating in patient safety initiatives
- Having an intramural grant as a co-investigator
- Having an extramural grant as a co-investigator
- Having an extramural contract to perform research services as a principal investigator or co-investigator
- Receiving a local research award

Outstanding performance

- Having an intramural grant as a principal investigator
- Having an extramural grant as a principal investigator or co-investigator at the funding level of National Institutes of Health (NIH) R03, or higher (OP-1)
- Having as a principal investigator a grant award comparable to OP-1 above from other agencies or foundations
- Having a patent
- Participating in successful biomedical product commercialization
- Receiving a local, state, or national research award

Associate Professor – Tenure Track

Quality performance

- Authoring peer-reviewed journal articles
- Authoring textbook chapters
- Presenting posters or abstracts at national conferences
- Presenting lectures at national conferences
- Participating as a principal investigator in pharmaceutical or device trials*
- Having an intramural grant as a principal investigator

Outstanding performance

- Having a multi-year extramural grant as a principal investigator or co-investigator at the funding level of NIH R21, K23, or higher (OP-2)
- Having as a principal investigator or co-investigator a grant award comparable to OP-2 above from other extramural agencies or foundations
- Having as a principal investigator or co-investigator an extramural contract comparable to OP-2 above to perform research services
- Having a patent
- Participating in successful biomedical product commercialization
- Receiving a local, state, or national research award
- Membership in an NIH study section, special emphasis panel, or comparable review group

Professor – Non-Tenure Track

Quality performance

- Authoring peer-reviewed journal articles
- Authoring textbook chapters
- Presenting posters or abstracts at national conferences
- Presenting lectures at national conferences
- Participating as a principal investigator in pharmaceutical or device trials*
- Having an intramural grant as a principal investigator

Outstanding performance

- Having an extramural grant as a principal investigator at the funding level of NIH R21, or higher (OP-3)
- Having as a principal investigator a grant award comparable to OP-3 above from other agencies or foundations
- Having as a principal investigator an extramural contract comparable to OP-3 above to perform research services
- Having a patent

- Participating in successful biomedical product commercialization
- Writing or editing a commonly used textbook
- Receiving a local, state, or national research award
- Publishing and giving presentations related to clinical practice*

Professor – Tenure Track

Quality performance

- Authoring peer-reviewed journal articles
- Authoring textbook chapters
- Writing or editing a commonly used textbook
- Presenting posters or abstracts at national or international conferences
- Presenting lectures at national or international conferences
- Participating as a principal investigator in pharmaceutical or device trials*
- Having an intramural grant as a principal investigator
- Membership in an NIH study section, special emphasis panel, or comparable review group

Outstanding performance

- Having a multi-year extramural grant award as a principal investigator at the funding level of NIH R01, or higher (OP-4)
- Having as a principal investigator a grant award comparable to OP-4 above from other agencies or foundations
- Having as a principal investigator an extramural contract comparable to OP-4 above to perform research services
- Having a patent
- Participating in successful biomedical product commercialization
- Membership in an NIH national advisory council or comparable advisory group
- Receiving a national or international research award
- Publishing and giving presentations related to clinical practice*

XI. REPRESENTATIVE CRITERIA FOR SERVICE

Assistant Professor – Non-Tenure Track

Quality Performance

- Participating in committees in the department, school, or university
- Participating in professional association activities at the local level
- Serving as an item writer for national board or health professional certifying examinations

Outstanding Performance

- Participating in professional association activities at the state or national level
- Participating in community outreach activities representing one's discipline

Assistant Professor – Tenure Track

Quality Performance

- Participating in committees in the department or institute/center, school, or university
- Participating in professional association activities at the local level

- Serving as an item writer for national board or health professional certifying examinations

Outstanding Performance

- Participating in professional association activities at the state or national level
- Participating in community outreach activities representing one's discipline

Associate Professor – Non-Tenure Track

Quality Performance

- Serving as a committee member at the department or institute/center, school, or university level (e.g., contributed development of new institutional program)
- Participating in outreach activities for UNTHSC in local communities
- Being recognized as an ad-hoc journal reviewer or ad-hoc member of a review committee or study section
- Receiving high-quality reviews of clinical practice from patients and peers*
- Completing academic coursework or related training that directly impacts clinical practice (e.g., leads to improvements in services offered to patients or in clinical outcomes) *

Outstanding Performance

- Providing exemplary (outstanding) contributions to a TCOM or UNTHSC department or institute/center
 - Residency program*/course director
 - Clinical division director*
- Serving as a chair of a TCOM or UNTHSC committee
- Demonstrating leadership in outreach activities for UNTHSC
- Organizing/directing symposia at local, state, or national levels
- Being invited to present lectures/seminars at the state level or at other institutions of higher education in area of practice expertise
- Serving as a chair/vice chair of a TCOM or UNTHSC department (e.g., National Board scores, in-training scores, shelf tests > 50th percentile)
- Serving as a chair or committee member for national board or health professional certifying examinations
- Receiving outstanding reviews of clinical practice from patients and peers*
- Receiving mentoring awards or recognition*
- Achieving certification in a new specialty or in additional areas (e.g., patient safety, quality improvement, population health) *
- Offering a unique clinical service in North Texas

Associate Professor – Tenure Track

Quality Performance

- Serving as a committee member at the department or institute/center, school, or university level (e.g., contributed development of new institutional programs)
- Receiving high-quality reviews of clinical practice from supervisors, peers, or patients*
- Participating in outreach activities for UNTHSC in local communities
- Being recognized as an ad-hoc journal reviewer or ad-hoc member of a review committee or study section
- Receiving high-quality reviews of clinical practice from patients and peers*
- Completing academic coursework or related training that directly impacts clinical practice (e.g., leads to improvements in services offered to patients or in clinical outcomes) *

Outstanding Performance

- Providing exemplary (outstanding) contributions to a TCOM or UNTHSC department or institute/center
 - Residency program*/course director
 - Clinical division director*
- Serving as a chair of a TCOM or UNTHSC committee
- Serving as a leader/participant of a professional organization committee or subcommittee at the local, state, or national level
- Providing exceptional clinical or professional community service at a local, state, or national level (i.e., designing and implementing innovative approaches to patient care, programs to enhance patient-centered care, or programs to enhance patient safety, receiving letters of recognition and awards from professional or community leaders)
- Demonstrating leadership in outreach activities for UNTHSC
- Organizing/directing symposia at local, state, or national levels
- Serving as a peer reviewer for a major refereed journal
- Being invited to present lectures/seminars at the state level or at other institutions of higher education in area of practice expertise
- Serving as a chair/vice chair of a TCOM or UNTHSC department (e.g., National Board scores, in-training scores, shelf tests > 50th percentile)
- Serving as a chair or committee member for national board or health professional certifying examinations
- Receiving outstanding reviews of clinical practice from patients and peers*
- Receiving mentoring awards or recognition*
- Achieving certification in a new specialty or in additional areas (e.g., patient safety, quality improvement, population health) *
- Offering a unique clinical service in North Texas

Professor – Non-Tenure Track**Quality Performance**

- Serving as a committee member at the department or institute/center, school, or university level
- Serving in outreach activities for UNTHSC in local communities
- Serving as a member on a committee or subcommittee at the local, state, or national level in a professional organization
- Being recognized as an ad-hoc journal reviewer or ad-hoc member of a review committee or study section
- Providing leadership in practice in clinic settings or the local community
- Receiving high-quality reviews of clinical practice from patients, peers, and supervisors*
- Meeting clinical quality targets (e.g., MIPs, value-based measures, etc.) *
- Completing academic coursework or related training that directly impacts clinical practice (e.g., leads to improvements in services offered to patients or in clinical outcomes) *
- Developing innovative clinical practice models that improve patient care*
- Participating in clinical practice site committees (e.g., Quality Assurance, Peer Review, Pharmaceutical Review, Patient Safety) *

Outstanding Performance

- Providing exemplary (outstanding) service as a chair/vice chair/dean/associate dean of a TCOM or UNTHSC department, institute/center, or academic division
- Serving as an officer or member of a committee or subcommittee at a national/international level in a professional organization

- Being assigned to a national residency review committee or specialty board, or officer of national, state, or county medical society
- Demonstrating leadership in outreach activities for UNTHSC
- Serving as an officer in the Faculty Senate
- Excellent performance as chair of school or UNTHSC committees
- Serving on a national governmental commission, task force, or advisory board
- Organizing symposia on national or international levels
- Serving as an editorial board member for major refereed journals
- Receiving outstanding reviews of clinical practice from patients, peers, and supervisors*
- Exceeding clinical quality targets (e.g., MIPS, value-based measures, etc.) *
- Exceeding NPS (Patient Satisfaction Survey data) benchmark set by the clinical practice*
- Receiving mentoring awards or recognition*
- Achieving certification in a new specialty or in additional areas (e.g., patient safety, quality improvement, population health) *
- Leading clinical projects involving quality improvement*
- Receiving recognition for demonstrating best clinical practices*
- Being designated as a Fellow or Master by a specialty society*
- Receiving outstanding reviews on 360 clinical peer evaluations*
- Participating in specialized patient care recognized as a destination site*

Professor – Tenure Track

Quality Performance

- Serving as a committee member at the department or institute/center, school, or university level
- Serving in outreach activities for UNTHSC in local communities
- Serving as a member on a committee or subcommittee at the local, state, or national level in a professional organization
- Being recognized as an ad-hoc journal reviewer or ad-hoc member of a review committee or study section
- Providing leadership in practice in clinic settings or the local community
- Excellent performance as chair of school or UNTHSC committees
- Receiving high-quality reviews of clinical practice from patients, peers, and supervisors*
- Meeting clinical quality targets (e.g., MIPS, value-based measures, etc.) *
- Completing academic coursework or related training that directly impacts clinical practice (e.g., leads to improvements in services offered to patients or in clinical outcomes) *
- Developing innovative clinical practice models that improve patient care*
- Participating in clinical practice site committees (e.g., Quality Assurance, Peer Review, Pharmaceutical Review, Patient Safety) *

Outstanding Performance

- Providing exemplary (outstanding) service as a chair/vice chair/dean/associate dean of a TCOM or UNTHSC department, institute/center, or academic division
- Serving as an officer or member of a committee or subcommittee at a national/international level in a professional organization
- Being assigned to a national residency review committee or specialty board, or officer of national, state or county medical society
- Demonstrating leadership in outreach activities for UNTHSC
- Serving as an officer in the Faculty Senate
- Serving on a national governmental commission, task force, or advisory board

- Organizing symposia on national or international levels
- Serving as an editorial board member for major refereed journals
- Receiving outstanding reviews of clinical practice from patients, peers, and supervisors*
- Exceeding clinical quality targets (e.g., MIPS, value-based measures, etc.)*
- Exceeding NPS (Patient Satisfaction Survey data) benchmark set by the clinical practice*
- Receiving mentoring awards or recognition*
- Achieving certification in a new specialty or in additional areas (e.g., patient safety, quality improvement, population health) *
- Leading clinical projects involving quality improvement*
- Receiving recognition for demonstrating best clinical practices*
- Being designated as a Fellow or Master by a specialty society*
- Receiving outstanding reviews on 360 clinical peer evaluations*
- Participating in specialized patient care recognized as a destination site*

XII. COMPOSITION OF THE TCOM PROMOTION & TENURE COMMITTEE

The TCOM Promotion & Tenure Committee shall consist of seven (7) members. The Chair of the committee and four additional members are appointed by the TCOM Dean and may qualify for unspecified terms of service as determined by the TCOM Dean. The two remaining committee members are “at large” representatives elected by the TCOM faculty to serve for two (2) year terms. Such “at large” representatives are elected in successive years to serve staggered terms. “At large” representatives may be re-elected without limit.

The Chair of the TCOM Promotion & Tenure Committee shall have discretion to appoint ad-hoc reviewers from other Schools or Colleges within UNTHSC as a contingency in situations whenever a full complement of regular or ad-hoc members is unavailable from within TCOM to vote on faculty promotion or post-tenure review. The selection of such non-TCOM ad-hoc reviewers shall be from full-time, tenured faculty members, and shall be limited to constitute no more than a minority of the full complement of voting members.

The Committee shall periodically review these procedures and make recommendations for revision to the TCOM Executive Committee for approval. The Dean shall forward approved procedures to the Provost for review and approval. Once approved, these procedures shall be posted on the HSC Faculty Affairs website and TCOM website.