

McGovern Medical School at UTHealth

GUIDELINES
OF THE
FACULTY APPOINTMENTS, PROMOTIONS AND TENURE
COMMITTEE

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**GUIDELINES OF THE FACULTY APPOINTMENTS,
PROMOTIONS AND TENURE COMMITTEE**

PART I. PREAMBLE

In developing these guidelines, the Faculty Appointments, Promotions and Tenure Committee (FAPTC) has made certain basic assumptions. These are:

- A. Academic advancement (promotion and granting of tenure) is based upon meritorious achievements over and above mere competency, which is expected of all faculty members at all ranks.
- B. The FAPTC, representing the faculty at large, has a responsibility to the institution for maintaining a faculty of excellence and to the candidate for recognizing, encouraging and rewarding achievement. The Committee, in its recommendation to the Dean, will have the responsibility for evaluating the level of achievement which is required within a given track for promotion and for the award of tenure, if applicable.
- C. Flexibility should be maintained in balancing distinguished productivity in one area against less meritorious accomplishments in another. Whatever measures of activity are evaluated, the emphasis should be on the effectiveness and productivity of the individual. In the case of the non-tenure clinical track, accomplishments in individual areas are qualitatively and quantitatively assessed in a formal rubric as discussed in Part II, Section 1A below.
- D. If it is accepted that all individuals appointed to the full-time faculty at the rank of Instructor will have demonstrated promise of academic achievement and scholarship, and those appointed at or promoted to the rank of Assistant Professor will have demonstrated commitment to an academic career and evidence of independent achievement and scholarship, it follows that appointment or promotion to the higher ranks will be based on demonstrated scholarly achievement. In assessing such achievement, the FAPTC recognizes scholarship has multiple components (See Part II, Section 3D).
- E. Academic achievement is usually related to experience and length of service. Therefore, minimum periods of service in the various

academic ranks prior to a recommendation for promotion will be expected. These are: Assistant Professor, three years, and Associate Professor, three years. The computation of the length of service may include time accrued in an appointment at previous institutions comparable to the University of Texas Health Science Center at Houston (UTHSCH).

These minima notwithstanding, promotion to Associate Professor or Professor with less than 5 years in rank will be considered by the FAPTC to be accelerated. Only candidates with unusually strong credentials will be considered for accelerated promotion. The typical candidate will be considered after 5-6 years at his/her current rank. Candidates whose credentials do not reflect a balance in the criteria outlined below can expect that even longer periods of service will be necessary for successful promotion.

- F. The criteria for appointments are the same as those for promotions.
- G. McGovern Medical School at UTHealth recognize the value of interdisciplinary, interprofessional and team science in supporting state-of the art research. Individual contributions to such collaborative work will be recognized and evaluated as critical parts of the whole. As elaborated below, there is an attendant expectation that senior non-tenure faculty, and all tenure-track faculty, will play a leadership role in managing, supporting, and directing research programs in which they participate.

PART II. GUIDELINES FOR FULL-TIME FACULTY

SECTION 1. DEFINITION OF TRACKS

The members of McGovern Medical Medical School at UTHealth full-time faculty are appointed to and may be promoted within one of several tracks as defined below.

A. Clinician Track (Non-Tenure)

Faculty whose professional activities involve a commitment to patient care, teaching activities related to patient care, and clinical administration with limited research activities will be appointed on this track. This track shall also be selected for full-time members of the faculty with medical training or clinical background who are currently engaged primarily in teaching and educational activities. In official documents such as appointment letters and budgets, their academic titles will be followed by the phrase "(non-tenured clinical appointment)",

i.e., Assistant Professor of Pediatrics (non-tenured clinical appointment).

Academic activity on this track can be separated into four basic domains: Clinical Work/Patient Care, Research/Scholarship, Education and Service/Administration. Advancement on this track will be considered in the following manner:

- i. Activity in any domain that only meets basic employment expectations will be described as *Acceptable* and will not contribute toward consideration for promotion.
- ii. Performance above and beyond this level will be described as *Commendable* and will count toward promotion.
- iii. A second level of extraordinarily high performance will be described as *Exceptional*.
- iv. Quantitatively, these levels of achievement will be given point values of 0, 1 and 2, respectively.

A candidate petitioning for promotion to Associate Professor on the NTC track will need to achieve a total of four points, with at least one point in the Clinical domain, and performance in at least one domain rated as *Exceptional* (2).

A candidate petitioning for promotion to the rank of Professor on the NTC track will need to achieve a total of five points, with at least one point in the Clinical domain, and performance in at least two domains rated as *Exceptional* (2).

Candidates and department chairs together will collaboratively make a case for appropriate recognition in each domain in the required faculty promotion narrative and the chairperson's letter.

Excellence in the clinical area connotes peer esteem for one's clinical judgment and skill as evidenced by referrals, requests for consultation, and participation in forums for the discussion of clinical problems. The senior faculty member's clinical activities should express a wider perspective and a greater maturity of judgment than that expected of a junior faculty member with peer esteem at the local or regional level. Senior status will generally be achieved through the demonstration of ongoing scholarship and documentation of the individual's sustained commitment to the department and to the institution. (See Criteria for Appointment and Promotion, Section 3).

Faculty members within this track may be reappointed on an annual basis upon review by the respective chairperson.

B. Research Track (Non-Tenure)

This track shall be selected for full-time members of the faculty whose primary professional activity is research, with only limited teaching or institutional duties. This track shall also be selected for full-time members of the faculty with training or research background who are currently engaged primarily in teaching and educational activities. In official documents such as appointment letters and budgets, their academic titles will be followed by the phrase "(non-tenured research appointment)", i.e., Associate Professor of Biochemistry (non-tenured research appointment). Primary appointments in this track may be held in any department and promotion will be based on scientific productivity. Faculty members within this track may be reappointed on an annual basis upon review by the respective chairperson.

Promotion or appointment to senior faculty ranks requires that the individual be recognized by the scientific community as a productive investigator, or for those engaged primarily in teaching, a distinguished educator. Evidence of scholarly excellence may include, but not necessarily be limited to, the amount and duration of grant support; publications in refereed journals; invitations to attend symposiums and to contribute review articles and book chapters; evidence of educational leadership or innovation, and other indicators of peer esteem. Promotion to senior status requires that the individual be recognized as having played a significant role in the research or educational activities of the institution without the requirement for having performed independent research as is required for advancement on the Scientist/Educator Pathway of the Tenure Track. (See Criteria for Appointment and Promotion, Section 3).

C. Instruction Track (Non-Tenure)

This track shall be selected for members of the faculty whose primary professional activity is education, with expected institutional duties (committee or other service). In official documents such as appointment letters and budgets, their academic titles will be followed by the phrase "(non-tenured instruction appointment)". As provided by HOOP 192, *Academic Titles*, the format of the title will be "(Assistant/Associate) Professor of Instruction". Areas of specialization or department identifiers may be appended to the title. Faculty members within this

track may be reappointed on an annual basis upon review by the respective chairperson.

Promotion or appointment to senior faculty ranks requires that the individual be recognized by the educational community as a distinguished educator with scholarship in pedagogy. Evidence of scholarly excellence may include, but not necessarily be limited to, publications in educational journals; development of curricula; generation of Internet-based educational tools and programming; invitations to attend relevant symposia and to contribute review articles and book chapters; evidence of educational leadership or innovation, and other indicators of peer esteem; significant and impactful mentoring of learners. Promotion to senior rank (Professor) requires recognition of educational impact and excellence on a national level as well as leadership and innovation in the educational mission of the institution coupled with peer recognition.

C. Tenure Track

i. Clinician/Educator Pathway

Full-time members of the faculty whose professional activity involves a major commitment to clinical service and teaching will be appointed on this Pathway of the Tenure Track. Primary appointments in this pathway may be held in any clinical department and promotion will be based on peer-recognized clinical achievements and scholarship within one's clinical discipline. Members of the faculty appointed in this pathway will be individuals who are committed to patient care and education. The senior faculty members in this pathway must serve as exemplary clinical role models for students and residents.

Advancement on the Clinician/Educator Pathway will be granted to individuals with documented excellence in clinical practice, teaching, peer esteem and scholarly activity in the form of documentable contributions to the corpus of knowledge in their areas or in advances in clinical care or outcomes. Quality improvement and clinical effectiveness projects will also be considered for advancement. Such contributions should include peer-reviewed original papers, review articles, book chapters, etc. Extramural funding is not required but documentation of clinical excellence is expected.

(See Criteria for Appointment and Promotion, Section 3.)

Faculty on this pathway may be considered for the award of tenure according to the criteria enumerated below.

ii. Scientist/Educator Pathway

Members of the faculty whose professional activity involves a major commitment to research and teaching will be appointed on this Pathway of the Tenure Track. Faculty appointed on this pathway should strive to make significant scholarly contributions to the body of knowledge in their medical specialties or scientific disciplines in addition to demonstrating excellence in teaching. Although faculty appointed to this pathway may participate in patient care and clinical teaching, it is expected that a majority of their professional activity will be devoted to laboratory research and education. Advancement along this pathway will ordinarily be awarded to faculty who demonstrate a significant body of focused independent research and research support which results in peer esteem at the national or international level and excellence in classroom and/or bedside teaching, where applicable. Quality improvement and clinical effectiveness projects, where appropriate, may also be considered for advancement.

(See Criteria for Appointment and Promotion, Section 3.)

Faculty on this pathway may be considered for the award of tenure according to the criteria enumerated below.

Tenure

The award of tenure indicates a pledge of continuing appointment by the University and as such, it is granted only to those individuals who have demonstrated a significant commitment to this University, documented academic achievement and the expectation of ongoing scholarship.

Faculty whose professional and scholarly activities result in peer esteem which is recognized at the national/international level, who have made sustained and focused contributions to the medical literature in the form of peer-reviewed publications, who have made significant contributions to the institution and who have demonstrated excellence in teaching may be considered for the award of tenure.

Tenure may be granted at the time of promotion to Associate Professor or the award of tenure may be deferred pending completion of a longer period of service provided the candidate is not in his/her 8th year of service on the tenure track at the UTHSCH. Except for appointment as a department chair, tenure is generally not awarded at the time of initial appointment at the UTMSH. Request for exceptions to this policy may be made for appointees to senior positions or those already awarded tenure elsewhere within the University of Texas system.

Tenure must be awarded no later than the 8th year of service at the UTHSCH following appointment at the rank of Instructor or above on the tenure track. To be considered for the award of tenure, a faculty member must have a current appointment on the tenure track. A faculty member who demonstrates that certain personal circumstances may impede his/her progress toward achieving tenure within the required probationary period may make a written request for extension of the probationary period. Such requests must be submitted to the President through the Department Chair and the Dean and are normally limited to one academic year.

In making a decision to recommend the award of tenure, the FAPTC will evaluate the individual's achievements within the context of the amount of time required for such achievement. For faculty members who have a considerable amount of service on a non-tenure track prior to being considered for the award of tenure, the Committee will consider the reasons for the candidate's service on such a track (i.e., FMLA leaves, departmental needs, etc.) in making this determination.

If tenure is not awarded before the end of the 8th year on the tenure track, the faculty member will receive notice that he/she will not be reappointed on a tenure track at the end of the 9th year. An application for tenure can be made during the 9th year even though a letter of non-reappointment has been received. If tenure is awarded prior to August 31 of the 9th year, the letter will be rescinded. Consideration for tenure in the 9th year will be made only under extraordinary circumstances. If the award of tenure is not recommended, such faculty may apply for reappointment on one of the non-tenure tracks, provided they have not made more than one other change in track during their period of appointment at the UTHSCH.

SECTION 2. CHANGING TRACKS

Faculty members whose professional activity changes during the course of their appointment at the UTMSH may change tracks twice to reflect the change in their professional goals. Such changes may be made upon written request to the department chairperson with his concurrence and that of the Dean and will be effective at the beginning of the next fiscal year. After two changes, no further changes in track will be approved.

SECTION 3. CRITERIA FOR APPOINTMENT AND PROMOTION

Promotion signifies that the individual has made tangible contributions in more than just one area of academic life. Given the diverse needs of a medical school, it is recognized that exceptional accomplishment in one of the areas of teaching, scholarship, research, administration and, where applicable, clinical care may offset, to some extent, diminished activity in another area. It is in the best interest of the individual, the departments and the institution that the FAPTC devote individual attention to each candidate and consider the scope and value of all his/her academic achievements. These criteria are applicable to promotion on all tracks, although the emphasis given to each will vary according to the nature of the track.

A. Teaching Activities

The degree of involvement in undergraduate and graduate medical education or in teaching activities of other components of the Health Science Center will vary from individual to individual and will depend upon the scientific or clinical discipline and the area of primary responsibility of the candidate. That a faculty member participates in the teaching program is, by itself, information of little value. It is assumed that, except in special situations, all faculty members will do so. It is important, however, for the Committee to know the extent to which a faculty member is involved in teaching programs and the quality and effectiveness of this effort -- in other words, the degree to which the institution relies upon the teaching activities of the candidate. The Committee should be provided with more specific information than the statement that the faculty member "teaches" or is a "good teacher". Although difficult to measure, teaching efforts can be evaluated more critically than this -- even if only by a subjective analysis of what impact the loss of the services of the candidate would have on the teaching program.

Other criteria might include, for example: the development of innovative teaching methods and self-instructional aids; supervisory organization of a course; improved methods for the evaluation of student performance; ability to bring out the best in students; contribution toward the development and maintenance of an excellent residency

program; informal teaching activities; ability to attract students to electives; effective graduate student supervision; critical perceptiveness in evaluating students' skills, knowledge and attitudinal strengths and weaknesses; student awards, recognition, or evaluations; preceptorship activities; and extramural teaching assignments.

Documentable achievements in teaching might include:

- i. Description of development and/or evaluation of new teaching methods or aids (computer simulations, models, audiovisual presentations, etc.)
- ii. Peer appraisal of instruction at the local level
- iii. Publication of papers in the field of education
- iv. Presentations at educational meetings
- v. Evidence of increased student learning effected by the teacher
- vi. Detailing of achievements of students (including fellows, residents and other trainees)

B. Clinical Activities

In evaluating such candidates, consideration should be given to:

- i. The extent to which the candidate is engaged in clinical activities, in terms of both the amount of time devoted to this endeavor and the quality of patient care rendered.
- ii. Consultation relationships with other physicians, both intramural and extramural.
- iii. Activities related to the management of health care teams or the delivery of health care to groups of patients.
- iv. Participation in the medical staff professional affairs of an affiliated teaching hospital.

Consideration for advancement will also include evidence-based quality improvement (QI) or clinical effectiveness criteria, such as:

- i. Innovation in treatment programs that improve patient care or outcomes

- ii. Development of QI projects or comparative effectiveness studies that improve patient care or outcomes
- iii. Innovations that improve patient satisfaction compared to national benchmarks
- iv. Innovations that improve training of medical students, house officers, fellows, or faculty in patient safety and quality of care

Documentation of QI activities should be provided in the candidate's C.V. and, if unpublished, should include the objectives, methods, findings, and results.

C. Research Activities

Criteria that are useful in evaluating the candidate as a scientist include:

- i. Citations of the candidate's work by other investigators
- ii. Demonstrated accomplishment as an independent investigator
- iii. Sustained peer-reviewed research support
- iv. Research publications

The FAPTC recognizes the tendency to equate research productivity with the number of publications. It also recognizes that the nature of the research interests of the candidate may be such that significant publications can occur only infrequently. Consideration will also be given to the extent to which the candidate is engaged in other activities which contribute to the intellectual and functional life of the institution.

D. Scholarship

Full-time members of the faculty are expected to engage in scholarly activities. The type of scholarship may vary significantly from candidate to candidate. McGovern Medical School and UTHealth recognizes a broad definition of scholarship and the intrinsic importance of all aspects of scholarship in carrying out the mission of the university. This definition includes: 1) the scholarship of teaching; 2) the scholarship of discovery (including original research and investigation); 3) the scholarship of integration; and 4) the scholarship of application (including service and clinical activities).

The scholarship of integration involves interpretation or integration of data into a cohesive body of knowledge. It is closely related to the scholarship of discovery. Some examples considered by the FAPTC might include:

- i. Original contributions to the literature including an assessment of the quality of the journals in which contributions are published.
- ii. Contributions to the literature dealing with new clinical insights, improved methods of diagnosis and treatment, development of more effective health care delivery systems, methods for evaluating physician performance, or the measurement of the quality of medical care.
- iii. The publication of invited articles, reviews, editorials, opinions, etc. It is recognized that books, review chapters and the like, represent significant contributions.
- iv. The publication and dissemination of digital or Internet-based research, teaching or training materials.

E. Peer Esteem

Information that relates to the esteem in which the candidate is held by his/her peers at international, national and local levels is of great value to the Committee and plays a significant role in successful promotion and/or the award of tenure. It is recognized that peer esteem at the national and international levels will generally be earned through the demonstration of scholarship and publication, while peer esteem at the local and regional levels may be demonstrated by patient referrals and consultations from physicians outside the UTHSCH or by election to office in regional or local medical organizations. Evidence of peer esteem may be demonstrated by:

- i. Letters from referees who hold an academic rank equivalent to, or higher than, the rank being proposed for the candidate.
- ii. Positions of leadership or responsibility in organizations, agencies and professional societies.
- iii. Appointments to editorial boards of scientific journals.
- iv. Participation on NIH study sections, consultant panels and advisory boards, or the equivalent.
- v. Career development awards or the equivalent.
- vi. Visiting faculty or invited lectureship appointments.

F. Institutional and Administrative Activities

It is important that the extent to which the candidate works for the common good and participates in the everyday affairs of the institution not be overlooked. Activities that serve to interface the School with the community, administrative responsibilities, and committee work are essential to the welfare of the institution. Activities of this type that supplement but do not replace achievements in teaching, clinical practice or research are worthy of consideration in evaluating a candidate. Specific documentation of such contributions should be supplied to the FAPTC by the chairperson when proposing a candidate.

To evaluate an individual's administrative performance, it is expected that concrete, objective evidence of administrative skills, effectiveness, and creativity be supplied. Documentation of major achievements in administration might include, but not be limited to, the following:

- i. Description of achievements in developing or administering a residency or other training program

- ii. Description of achievements as chairperson of a committee or task force
- iii. Evidence of success in the planning and development of a new course of instruction
- iv. Evidence of effective leadership of a clinical research or teaching group
- v. Description of the development of major useful affiliations with other institutions

SECTION 4. PROCEDURE FOR INITIATING RECOMMENDATIONS FOR PROMOTION OR TENURE

A. Departmental Evaluation

A recommendation is usually initiated by the chairperson of the department in which a faculty member holds his/her primary appointment. The faculty member's Annual Faculty Review should be used as the basis for a recommendation for promotion and/or tenure.

Prior to submitting the recommendation to the Dean, the chairperson should solicit departmental and local institutional advice regarding the qualifications of the prospective candidate. Such advice is considered to be of utmost importance at the departmental level and may be obtained in many ways, including intradepartmental review committees, the consensus of appropriate senior faculty, or solicited opinions of other colleagues within the institution who might provide objective evaluations based on their close professional relationships with the candidate. Up to three letters from UTHSCH faculty outside the candidate's department who are familiar with the individual's contributions to research, patient care and teaching should be used for this purpose. These individuals must hold a rank at least equivalent to that requested for the candidate. These letters should be submitted with the dossier to the Dean for consideration.

A faculty member with more than five (5) years of service at his/her current rank may advance his/her own candidacy for promotion even with a negative recommendation from the departmental chair. Such candidacy may be advanced through all levels of consideration as outlined below.

B. Recommendation to the Dean

If a decision is made to proceed with the recommendation, the

department chairperson should submit to the Dean the following materials:

- i. The candidate's curriculum vitae in the proper format (see Appendix 2).
- ii. A letter to the Dean that includes the precise title, track and pathway, which is supported by a description of the individual's duties and responsibilities. The letter should also describe the qualifications of the candidate *vis-a-vis* these guidelines and SHOULD include information not contained in the curriculum vitae. The letter should summarize the departmental review process but should not contain salary information, which, for appointments, should be enclosed in a separate letter to the Dean. For candidates on the non-tenure clinical track, the letter should additionally support and agree with the respective levels of achievement declared by the candidate.
- iii. For candidates holding or proposed to hold joint appointments, an endorsing letter from the chairperson of the additional department(s) must also be submitted.
- iv. A narrative in the proscribed format (found on the Office of Faculty Affairs website) that provides context and details regarding the candidate's accomplishments at rank in all areas of consideration. For candidates on the non-tenure clinical track, this narrative should additionally declare and substantiate the level of achievement in each area to be evaluated by the FAPTC.
- v. A list of the names, academic rank, addresses (including email) and telephone numbers of six (6) consultants outside of the UTHSCH whom the department chair will ask to evaluate the candidate. The chairperson should solicit these letters by December 1 via a template from the Office of Faculty Affairs.

These six consultants should be in a position to provide information about the candidate's qualifications in relation to the qualifications of others in the candidate's area at the proposed rank at first-class U.S. medical schools. Consultants who are faculty members at other academic institutions should be at least of equal rank as that for which the candidate is being recommended.

For tenure track candidates, it is requested that at least three (3) of the six (6) consultants be able to evaluate the candidate on his/her academic accomplishments. These individuals should not have

worked or trained in the same department as the candidate.

vi. Send the completed dossier to the Dean c/o the Faculty Affairs Office.

vii. Deadlines:

All promotion and tenure recommendations must be submitted **by September 1** of the preceding academic year in which the action takes effect. This is necessary to allow ample time for consideration by the FAPTC, the Dean, the HSC University AP&T Committee, the President of the Health Science Center, the UT System, and for inclusion in the budget.

C. FAPTC Procedures

For candidates on the tenure track, the FAPTC will solicit up to six (6) outside evaluations of the candidate, in addition to those experts recommended by the department chairperson and may also solicit additional letters from faculty within the Health Science Center whose opinion is deemed to be relevant to the proposal. In the case of recommendations to the rank of Professor, an ad hoc committee, named by the FAPTC chairperson and consisting of three UTMSH Professors representing disciplines which are closely allied [but excluding members of the candidate's department(s)], shall consider the qualifications of the candidate first and report to the full FAPTC. Consideration of the candidate's academic track will be given in the selection of appropriate members of the ad hoc committee, chaired by a FAPTC member.

The FAPTC members holding appointments in the candidate's department(s) must be excused from the committee room for the discussion and vote. No FAPTC member may submit letters for the departmental review and subsequent recommendation to the Dean of any candidate outside of his/her department. The FAPTC will report its action only to the Dean in written form. All business conducted by the FAPTC and its ad hoc committees will be confidential.

D. Decision by Dean and Subsequent UTHSCH and System Actions

The Dean will consider the fully developed dossier of the candidate, including the materials submitted by the candidate's chairperson, the letters solicited from outside consultants, and the report of the FAPTC.

The Dean will forward his recommendation to the President. In the

event a recommendation for tenure is not endorsed by the Dean, the materials are forwarded to the President only if the candidate is in the eighth year of probationary service. After reviewing the Dean's recommendation and that of the University AP&T Committee, the President decides whether to recommend the candidate for tenure to The University of Texas System Board of Regents. The Dean will advise the FAPTC and the department chairperson of the outcome of the recommendation at appropriate steps in the process. The chairperson who initiated the recommendation will advise the candidate of the final outcome to include a written summary of the FAPTC findings.

SECTION 5. PROCEDURE FOR INITIATING RECOMMENDATIONS FOR APPOINTMENTS

A. Appointments

The criteria for appointments are the same as those for promotions.

New appointments not requesting tenure at the Associate and Professor levels can be reviewed by the FAPTC prior to the formal offer letter being sent to the candidate. The Chairman should submit a letter of nomination for the candidate which should follow the format listed in Part II, Section 4, B, ii, "Recommendation to the Dean", in addition to the candidate's c.v., and three (3) letters of recommendation supporting the recruitment. The department chair will be notified of the outcome and the formal offer letter will be signed by the Dean and sent after this FAPTC review is completed.

If the formal FAPTC review cannot be completed prior to the candidate's appointment at UT-H, the candidate will be appointed to the faculty with a Visiting title, pending formal FAPTC review.

To appoint candidates with tenure, follow the process for promotion or tenure in the previous Section 4.

B. Search Committees

The search committees for departmental chairpersons appointed by the Dean will be considered ad hoc committees of the FAPTC, appointed with the advice and consent of the chairperson of the FAPTC and with an FAPTC member serving in an ex officio capacity. The search committee so constituted will be empowered to advise the Dean on appointment of the candidate to rank and tenure. The FAPTC member will ensure that the nominee meets the same standards required of candidates coming before the Committee by the usual procedure.

SECTION 6. APPEALS

If the departmental committee or the FAPTC makes a recommendation for denial of appointment, promotion or for the award of tenure and such denial is upheld by the Dean, the department chair may appeal such decision and request that the Dean reconsider the proposal. Such appeals for reconsideration should be directed to the Dean in a letter indicating why the Chair believes that the FAPTC decision should be reversed. In the case of self-nomination, the candidate may initiate the letter of appeal and request that his/her candidacy be advanced to the next level of consideration within ten (10) working days of such notification. If the candidate has evidence that the denial was based on incomplete or inaccurate information, the candidate may supply supporting information at the time. Any new materials added for consideration must be evaluated by the parties involved in prior reviews. A candidate has 20 working days following a notice of denial from the University AP&T Committee to file an appeal with the Faculty Grievance Committee on the grounds of procedural inadequacies, including improprieties in the assessment, inaccurate materials, or incomplete information.

PART III. GUIDELINES FOR PART-TIME CLINICAL FACULTY

The criteria for appointment and promotion of part-time salaried clinicians are the same as those for full-time members of the faculty insofar as the qualifications that must be demonstrated to fulfill the obligations for which salary is paid. Those obligations must be described in detail and adequate justification provided for employing a part-time salaried faculty member to accomplish that task. The documentation required for appointment or promotion is the same as for full-time faculty (see Part II, Sections 4 and 5).

PART IV. GUIDELINES FOR VOLUNTEER FACULTY

It is clear that the appointment and promotion of volunteer (non-salaried) faculty must be based on somewhat different guidelines. All of the desirable qualifications noted above are applicable to the volunteer faculty, but it is recognized that recommendations for appointment and/or promotion will largely be based on clinical activities. Volunteer faculty should be reviewed by the Department Chairperson on an annual basis prior to reappointment.

A. Basis for Appointment and Promotion

- i. Distinctive accomplishment and recognition in the individual's field of practice.
- ii. The candidate's contribution to the Medical School teaching program, either of housestaff, students or in continuing education functions.
- iii. The devotion of a significant portion of the candidate's time to the educational and patient care goals of the University and its various affiliated hospitals.

Promotions and appointments to the volunteer Associate Professor and Professor ranks will, in all instances, be handled by the Chair of the FAPTC and the Associate Dean for Faculty Affairs. There will be no ad hoc committees for promotion to the volunteer Professor rank.

B. Required Material

The candidate's curriculum vitae and a letter from his/her chairperson describing in detail the activities of the person in teaching and patient care and the rationale for the appointment or promotion. The projected role of the faculty member in the teaching program or in the patient care activities in the affiliated hospitals should be outlined.

When possible, two other letters from persons who can support the appointment. Frequently these will be from active clinical faculty members. When appropriate (that is, when the person has served a substantial part of his/her professional career in other institutions), a letter from outside the institution is recommended. All references should hold a rank that is at least equivalent to that sought for the candidate.

PART V. GUIDELINES FOR EMERITUS FACULTY

The award of the title of **Emeritus** should be seen as a distinction earned by those who have made noteworthy contributions to the Medical School. The title is reserved for those who have reached Professor or Associate Professor ranks and confers a lifetime academic appointment.

The attainment of these ranks alone does not constitute a sufficient reason for the Emeritus title. Evidence of continuing contributions to the institution after achieving senior status; of commitment to the institution and its programs; of unusual or signal contributions earlier in an individual's career; and of recognition beyond institutional confines should constitute the basis for the title. The criteria include:

1. The Emeritus title will only be conferred upon individuals who have fully retired from the Medical School faculty.
2. Minimum criteria for eligibility should include:
 - a. Ten or more years of meritorious service to the Medical School.
 - b. Minimum age of 65.
 - c. Appointment ordinarily shall be reserved for individuals previously appointed to the full-time faculty.
3. The primary factors considered in recommending the award of the title shall be outstanding and noteworthy contributions to the scholarly, teaching, clinical or administrative functions of the School. There should also be emphasis on the tangibles of leadership, good citizenship, and role modeling.
4. Persons who hold an Emeritus title at other institutions normally are not eligible for an Emeritus title at UT-Houston, unless there is documented evidence of a significant contribution to McGovern Medical School.

Holders of Emeritus titles shall be accorded the following privileges and perquisites:

1. Membership (without vote) in the general Faculty and in the department faculties in which membership was held at the time of retirement.
2. Listing in the faculty directory.
3. Use of the campus mail service, telephone, copier, fax, e-mail, within University policies.
4. Office space and administrative support, when available and with the approval of the Department Chairman and the Dean.

The procedure for awarding this title will be as for other appointments or promotions. The Department Chair will nominate the proposed candidate to the Dean with a nomination letter and include a current curriculum vitae.

APPENDIX 1

Excerpt from the UT System Board of Regents' Rules and Regulations

Rule 31007

Sec. 1 Granting of Tenure.

Tenure denotes a status of continuing appointment as a member of the faculty at an institution of The University of Texas System. Academic titles in which faculty members can hold tenure are listed in Rule 31001, Section 2.1 of the Regents' *Rules and Regulations*. Tenure may be granted at the time of appointment to any of such academic ranks, or tenure may be withheld pending satisfactory completion of a probationary period of faculty service. Such tenure status shall not be applicable to the faculty of The University of Texas M. D. Anderson Cancer Center or The University of Texas Health Science Center at Tyler.

APPENDIX 2

FORMAT FOR CURRICULUM VITAE AND BIBLIOGRAPHY

Include DATE
and PAGE #'s

NAME:

PRESENT TITLE:

ADDRESS:

CITIZENSHIP:

UNDERGRADUATE EDUCATION:

GRADUATE EDUCATION:

POSTGRADUATE TRAINING:

MILITARY SERVICE (IF APPLICABLE):

ACADEMIC APPOINTMENTS:

HOSPITAL APPOINTMENTS:

LICENSURE:

CERTIFICATION:

PROFESSIONAL ORGANIZATIONS (AND COMMITTEES OF THESE):

LOCAL:

REGIONAL:

NATIONAL:

HONORS AND AWARDS:

EDITORIAL POSITIONS:

SERVICE ON NATIONAL GRANT REVIEW PANELS, STUDY SECTIONS,
COMMITTEES:

SERVICE ON THE UNIVERSITY OF TEXAS HEALTH SCIENCE CENTER AT
HOUSTON COMMITTEES:

SERVICE ON THE UNIVERSITY OF TEXAS MEDICAL SCHOOL AT HOUSTON COMMITTEES:

SERVICE ON GRADUATE SCHOOL COMMITTEES:

SERVICE ON UTMSH AFFILIATED HOSPITAL COMMITTEES:

SERVICE TO THE COMMUNITY:

SPONSORSHIP OF CANDIDATES FOR POSTGRADUATE DEGREE:
(include names and years)

SPONSORSHIP OF POSTDOCTORAL FELLOWS:
(include names and years)

CURRENT TEACHING RESPONSIBILITIES:

CURRENT CLINICAL AND SERVICE RESPONSIBILITIES:

CURRENT GRANT SUPPORT: (include project title, P.I., funding agency, award period and amount)

PAST GRANT SUPPORT: (include project title, P.I., funding agency, award period and amount)

PUBLICATIONS: (List ONLY those published or accepted for publication. DO NOT INCLUDE PAPERS SUBMITTED FOR PUBLICATION OR IN PREPARATION. Use the citation style noted below. Separate the publications into the following categories.)

- A. Abstracts
- B. Refereed Original Articles in Journals
- C. Invited Articles (Reviews, Editorials, etc.) in Journals
- D. Chapters
- E. Books
- F. Other Professional Communications
 - 1. Presentations
 - 2. Non-refereed Publications
 - 3. Letters to the Editor
 - 4. Scientific Exhibits
 - 5. Videos
 - 6. Other
- G. Visiting Professorships

Style for citations should be:

Berson, S.A., and Yalow, R.S.: Quantitative aspects of the reaction between insulin and insulin-binding antibody. J. Clin. Invest. 38:1996-2016, 1959.

Note:

1. All authors must be listed in the originally published order.
2. Provide inclusive pagination.
3. Book chapters should provide authors and title of chapter as well as editor(s) and title of book, publisher, city, year and inclusive pagination.