

UNIVERSITY OF TEXAS HEALTH SCIENCE CENTER AT SAN ANTONIO
SCHOOL OF ALLIED HEALTH SCIENCES
GUIDELINES FOR FACULTY PROMOTION, TENURE AND APPOINTMENTS

I. INTRODUCTION

The Guidelines for Establishing Rank and Tenure of Faculty at The University of Texas Health Science Center at San Antonio (UTHSCSA) is the document by which the School of Allied Health Sciences (SAHS) faculty members are evaluated for tenure, promotion and/or initial appointment (at the level of Associate Professor or above). Each department has the prerogative of developing and elaborating upon these general guidelines as may be deemed appropriate to meet department goals. However, all departments will use a common process for initiation, review and appeal, as is outlined in this document.

It is the purpose of this document to provide guidance to faculty and administration regarding the policies and procedures used by the School of Allied Health Sciences in recommending faculty for initial appointment to the faculty or for promotion and/or tenure. These guidelines are intended to improve the quality and effectiveness of the process by promoting the highest standards of scholarly achievement in the teaching, service, and research of the SAHS faculty. Scholarly achievement refers to original or imaginative accomplishments in the conduct of one's academic responsibilities in teaching, research, or services. Since the results of the Promotion and Tenure process directly affect the individual faculty, their respective department, the School, and ultimately, the UTHSCSA, it is necessary that the process be congruent with the UTHSCSA's mission and goals, as well as compatible with the institutional promotion and tenure guidelines.

II. GENERAL CONSIDERATIONS

The University of Texas Health Science Center is committed to pursue the highest standards of achievement in education, student performance, research and scholarly accomplishment, patient care, and service. The achievements of a faculty member in the areas of teaching, service and research, to a large extent, determine that individual's academic rank. Furthermore, the SAHS faculty are expected to support and to participate in various department functions through attendance at department seminars and other academic functions that are vital to maintaining communications within the various disciplines represented in the School.

All tenure-track faculty are expected to participate, to some extent, in each of the areas of teaching, service, and research and will be evaluated on their abilities to demonstrate two major areas of strength from among these, as outlined in the Health Science Center's Guidelines for Establishing Rank and Tenure. Evidence of emerging or recognized national visibility will be necessary for the ranks of Associate Professor and Professor, respectively. These contributions should be clearly identified in the evaluation of the performance of a faculty member, in addition to the areas indicated above. Each individual must be judged in the context of the responsibilities assigned by the Department Chair and/or School and there should be sufficient time opportunity for faculty to accomplish the academic goals necessary for achieving personal and department objectives.

Those faculty who are appointed on a non-tenure track will be evaluated on their ability to demonstrate strength in one major area, as indicated in the UTHSCSA's guidelines. However, these individuals will follow the same procedures/process as all other faculty within the School of Allied Health and the Health Science Center.

The promotion and tenure of Department Chairs will utilize the guidance provided within this document. The facilitation and coordination of the promotion and tenure process for a Department Chair will be the primary responsibility of the Office of the Dean, or an individual appointed by the Dean, to serve in the capacity of "advocate" for the Chair's faculty promotion and/or tenure. Department Chairs are promoted and/or tenured as faculty members on the basis of teaching, service, and research activities and must demonstrate two major areas of strength from among these, as outlined in the UTHSCSA's Guidelines for Establishing Rank and Tenure.

III. PROCEDURES FOR APPLICATION FOR PROMOTION AND/OR TENURE

A. Mechanism for Consideration of Promotion and/or Tenure

Any SAHS faculty member can be considered for promotion and/or tenure at any time. However, in only very exceptional circumstances will the UTHSCSA Guidelines regarding promotion, tenure and appointment be circumvented, especially with regard to length of service in rank. Each faculty member and his/her Department Chair must be familiar with the UTHSCSA guidelines regarding time-lines for promotion and tenure.

Requests for consideration of promotion and/or tenure may be initiated by any of the following methods:

1. The individual faculty member may request the initiation of the promotion and/or tenure review process to the Department Chair.
2. The Department Chair may recommend the initiation of the promotion and/or tenure review process to the faculty member.
3. The Dean, Associate Dean or other faculty may recommend the initiation of the promotion and/or tenure review process to the faculty member or Department Chair.
4. The individual Department Chair may request the initiation of the promotion and/or tenure review process for himself/herself to the Dean.

B. Faculty Role

The faculty member will be responsible for:

1. Consulting with the Department Chair to determine the areas of concentration upon which, he or she will focus, to achieve personal and department goals.
2. Maintaining a cumulative personal record of the activities in which he or she are involved.
3. Annually reviewing compiled data in relation to the criteria for promotion and/or tenure, and seek guidance from appropriate individuals as needed, i.e., Department Chair, peers, Allied Health Promotion, Tenure and Appointments Committee.
4. Reviewing and using this document and the following documents and completing the appropriate curriculum vitae form at the time that a formal review is requested.
 - a. Yearly Memo from the UTHSCSA President to Academic Chairs regarding Faculty Promotions and Awarding of Tenure to be Effective [date].
 - b. Guidelines for Establishing Rank and Tenure of Faculty at the University of Texas Health Science Center at San Antonio
 - c. Suggestions for Department/Divisions/School Promotions and Tenure Committees
 - d. UTHSCSA Official Curriculum Vitae Form (on-line)
5. Providing the Department Chair with a list of potential references from whom support letters may be requested (see E. Promotions Packet).

6. Requesting that the process be terminated at any time prior to review by the Health Science Center Faculty Tenure, Promotion and Appointments Committee.

C. Department Chair's Role

The Department Chair will be responsible for:

1. Providing initial information and timelines and copies of all written guidelines regarding promotion and tenure expectations and policies for the respective department, School and UTHSCSA to all new and continuing faculty on a regular basis, as appropriate. (Including B.4.a-d and this document)
2. Providing guidance to faculty in developing their goals and assist in monitoring the quality and quantity of their performance on a regular basis.
3. Providing guidance to faculty regarding appropriate timing and documentation necessary to seek promotion and/or tenure.
4. Requesting the necessary support letters, using the faculty member's list and possibly other appropriate selected individuals from the chair. For nomination to Associate Professor and Professor, the Chair should solicit outside letters from individuals not currently or previously personally associated with the candidate (See UTHSCSA document, "Suggestions for Departmental Division/School Promotions and Tenure Committees"). [Note: outside reviewers should be informed about the degree of confidentiality of their letters.]
5. Providing assistance in compiling the necessary information for the promotions packet to be sent forward to the Allied Health Promotions, Tenure and Appointments Committee.
6. Organizing the final packet and transmitting it to the Allied Health Promotions, Tenure and Appointments Committee with a cover letter. This letter should clearly delineate the areas of strength and provide concrete examples to explain these and other areas that may not be clear to those in different disciplines.
7. Providing a letter of transmittal in the event that he or she is not supportive of the request for promotion and/or tenure and the faculty member requests that the packet be reviewed by the SAHS Committee.
8. Notifying the faculty member of the results of the promotion and tenure process, including the reviews by the School of Allied Health Sciences, UTHSCSA, the Executive Committees, and final approval from the Board of Regents.

D. Dean's Role

The Dean of the School of Allied Health Sciences:

1. Will review all requests for Promotion and/or Tenure sent forward by the Allied Health Promotions and Tenure Committee, prior to transmittal to the Health Science Center Committee.
2. May add a letter to the packet at his or her prerogative, or may merely transmit the packet forward to the Health Science Center Committee, with his or her signature.
3. Will notify the Department Chair of the final results of the promotions and tenure process, once the reviews by the Allied Health, Health Science Center and the Executive Committees have been completed, and final approval from the Board of Regents has been received.

IV. PROCEDURES FOR APPLICATION FOR INITIAL APPOINTMENT

Prior to initial employment of a faculty member who is being considered for the Associate Professor or Professor level, the department chair or dean will send the person's CV to the SAHS committee for review. The SAHS committee will determine the rank of which the person is considered to be qualified according to the established rank criterion. Following the SAHS committee review, the committee's recommendation will be sent to SAHS Dean who will send the recommendation, with a transmittal letter, to the UTHSCSA committee for final review.

V. PROMOTIONS, TENURE AND/OR APPOINTMENT PACKET

In compiling the materials for the promotions packet to be submitted, the following guidelines are to be used, AND WITHIN THE TIMELINE SPECIFIED BELOW.

At this level, a packet consists of the Department Chair transmittal letter, CV and letters of support. **NOTE:** After the packet leaves this committee, a SAHS P, T & A Committee letter of transmittal will be attached to the packet. If the packet is to be reviewed by the UTHSCSA's P, T & A Committee, the SAHS Dean will also add a letter of transmittal to the packet.

The faculty member seeking promotion and/or tenure should:

1. Thoroughly review the Guidelines for Establishing Faculty Rank and Tenure at The University of Texas Health Science Center at San Antonio and all other documents suggested above and seek clarification where appropriate.
2. Provide a current and appropriately formatted curriculum vitae with complete information, using the form required by the UTHSCSA P, T & A Promotions Committee.
3. Provide a list of potential references to the Department Chair from which support letters may be requested. (Faculty, administrators, students, colleagues outside institution, etc.)
 - a. References may be chosen based upon their first hand knowledge of the faculty member's work or based on their national reputation as an expert in the discipline, and their ability to evaluate performance on one or more of the activities listed in the C. V. For candidates at the Associate Professor or Professor level, outside letters from individuals not personally associated with the candidate are important, also. (See UTHSCSA document, "Suggestions for Departmental Division/School Promotions and Tenure Committees.")
 - b. Identify which area(s) of teaching, service and/or research activities each of these individuals may address. Letters should provide additional information in a narrative form that explain areas that may not be familiar to others outside the discipline.
 - c. If applying for Associate Professor or Professor or tenure, it is important to document the faculty member's reputation in his/her discipline outside this institution at the state, national and/or international level.
 - d. It is suggested that the faculty member request permission from each of the individuals on the reference list to use his or her name and refresh his or her memory about events which may be documented in the letter, if appropriate.
 - e. Persons from whom letters are requested will be advised that information received after the deadline date may not be considered once the promotion/tenure documents are under review by the SAHS Promotion and Tenure Committee.

4. All materials in the packet are to be typewritten, with the exception of individual support letters. It is recommended that these also be typewritten, however, students and/or other individuals may submit handwritten letters if they so choose.

VI. ALLIED HEALTH PROMOTION, TENURE AND APPOINTMENT COMMITTEE

A. Purposes

The Allied Health Promotion, Tenure and Appointment Committee reviews SAHS faculty member's promotion, tenure and/or appointment materials and make recommendations to the Dean and the UTHSCSA Promotion, Tenure and Appointment Committee.

The evaluation by the Committee of a candidate for promotion, tenure and/or appointment should enable the School to determine in a fair and objective manner whether a candidate possesses those qualities of intellect and motivation that make him/her a desirable member of the faculty. At the same time the evaluation process should tell the candidate how he/she stands with respect to the expected standards and objectives of the School of Allied Health Sciences.

The procedure outlined here is intended solely as a device for peer evaluation at the School level and in no way is intended to conflict with Health Science Center or University regulations.

B. Time Line

All faculty seeking promotion and/or tenure should use the following approximate time-line for guidance in preparing for submission of their completed packets to the Allied Health Promotions and Tenure Committee:

Prior to September

Departmental Chair requests support letters.

September

Submit packet to SAHS P, T & A Committee

September to October

Committee reviews packets. Committee may request additional documentation.

October to November

Time period for faculty to submit additional documentation or appeal recommendation, if appropriate. as deemed by the SAHS committee.

November

Final packet submitted to Dean for review.

December

Transmittal to UTHSCSA Committee.

C. Committee Composition

The Allied Health Promotion, Tenure and Appointment Committee is a Standing Committee of the Faculty Assembly of the School of Allied Health Sciences. The Executive Committee of the Faculty Assembly will be responsible for reviewing the promotion and tenure process and recommending revisions for consideration, as appropriate.

The School of Allied Health Science Nominating Committee will nominate tenured faculty members for this committee. Their recommendations will be presented to the SAHS Faculty Assembly Executive Committee for consideration and appointment.

The Committee will consist of five tenured faculty in the School of Allied Health, with a minimum of three members representing specific Allied Health disciplines. Each member will be appointed by the Chairman of the Faculty Assembly for a two-year staggered term. The term of office will extend from September 1st through August 31st.

Emphasis will be placed on maintaining as equitable a representation as possible in the committee makeup.

Any faculty member who is serving on the UTHSCSA's Tenure, Promotion and Appointments Committee will be ineligible to serve on the Allied Health Promotions, Tenure and Appointments Committee at the same time, in order to avoid any conflict of interest.

C. Committee Guidelines

The Committee will function using the following guidelines:

1. The Committee will select the Chair at the first Fall meeting.
2. The Committee will meet in the Fall Semester to review all promotion and/or tenure requests from the School of Allied Health Sciences, using the time frame indicated previously.
3. Promotions packets will be forwarded directly to the Committee by the Department Chair, in collaboration with the faculty member.
4. The Health Science Center's Promotions and Tenure guidelines will be the basis for all evaluations, with additional guidance pertaining to the promotion and tenure of faculty from the rank of Instructor to Assistant Professor, provided in Section VII of this document. Other Department requirements may be considered by the Committee if clearly documented by the Department Chair as critical to the faculty member's evaluation.
5. Upon review of the documentation, the Committee will determine whether the faculty member's credentials are sufficient to warrant a recommendation of support from the committee; whether additional documentation is needed; or whether a negative decision is in order.
6. If a Committee member has a conflict of interest in reviewing any promotion/tenure packet submitted, he/she should remove him/herself from the evaluation and recommendation process, prior to any discussion of the candidate.
7. If the Committee determines that it will support the faculty member, a report indicating the strengths identified will be sent to the Dean. This report will be signed by all members of the Allied Health Promotions and Tenure Committee and will accompany the packet forward to the Health Science Center Promotions and Tenure Committee. It is the responsibility of the Allied Health Promotions and Tenure Committee to present the best case for promotion and tenure for the candidate to the Dean and the Health Science Center Committee.
8. The SAHS Promotion and Tenure Committee may request additional documentation. If additional documentation is requested, the faculty member and Department Chair will be notified as to what additional information is needed, i.e., additional support letters, evidence of teaching excellence, more clarification of individual's strong areas, etc. The source of any new material added to the promotion/tenure packet must be shown. The faculty member may request access to all the materials included in the promotion/tenure packet.

9. In a case of a negative Committee recommendation made regarding promotion and/or the granting of tenure, the Dean will be notified. Then the Dean will notify the Departmental Chair. The faculty member may choose to withdraw the packet from the process at that time, or the faculty member and/or the Department Chair may appeal the decision to the SAHS Promotion and Tenure Committee. (See Appeal Process).

10. The Dean will review all packets prior to submission to the Health Science Center Promotion and Tenure Committee and provide either a transmittal letter or a letter of support or non-support, depending upon his/her personal knowledge of the individual being submitted.

11. Once the packet is forwarded from the Allied Health Promotion, Tenure and Appointment Committee to the Dean, no new information may be added, with the exception of the Dean's cover letter or the faculty member's/Department Chair's justification for appealing the decision, if not resolved at the Allied Health Committee level. (See Appeal Process).

VII. APPEAL PROCESS

This appeal process is designed to provide maximum due process to all faculty who are being reviewed for promotion and/or tenure in the School of Allied Health Sciences. In the event of a negative recommendation from the Allied Health Promotions and Tenure Committee, the faculty member and/or the Department Chair may appeal the decision, in writing, to strengthen his/her case, or provide additional documentation. Each appeal will follow these guidelines:

1. The faculty member and/or Department Chair may request a reconsideration of the Allied Health Promotions and Tenure Committee about the negative recommendation and may provide additional information, as appropriate.
2. The Committee will review all additional information and re-evaluate the candidate's credentials. If the committee decides to provide a positive recommendation to the Dean, a new letter providing all relevant information and documenting the candidate's strengths will be drafted and the packet sent to the Dean for further evaluation and transmittal to the institutional committee.
3. If the Committee determines that the original decision is still appropriate, the Committee will forward the packet with a letter indicating the reasons for the negative decision to the Dean for review. The Dean has the prerogative to disagree with the Committee's evaluation and to transmit the packet forward to the UTHSCSA P&T committee with a cover letter delineating his/her reasons. Subsequently, the faculty member and department chair also will be informed of the Dean's decision to support the faculty packet. If desired, the faculty member may request that their packet be withdrawn regardless of the Dean's support. If the Dean agrees with the Committee's decision, the faculty member and department chair will be informed of the Dean's decision to not support the faculty packet. The faculty member may then request that the packet be withdrawn from the promotion and tenure process or forwarded to the UTHSCSA Committee for review with a cover letter from the faculty member and/or Department Chair justifying the reasons.
4. Once the packet is forwarded to the UTHSCSA Promotion and Tenure Committee, no new information may be added to the packet or transmitted to this Committee.
5. If the UTHSCSA Promotion, Tenure and Appointment Committee returns a negative decision, regulations governing the UTHSCSA appeal process will be followed.
6. A faculty member may not be denied the right to have his/her case for promotion and/or tenure considered by the School of Allied Health Sciences Promotion and Tenure Committee or the UTHSCSA Promotion and Tenure Committee, as long as the procedures outlined in this document are followed accordingly.

VIII. CONFIDENTIALITY OF THE REVIEW PROCESS

The evaluation process is a confidential one. Members of the Committee will make no information regarding the candidate's progress available to anyone. It is the responsibility of the Chair of the Committee to notify the Dean and the Department Chair of the final decision of the Committee.

IX. ADDITIONAL GUIDELINES FOR SAHS PROMOTION AND TENURE

The "Guidelines for Establishing Rank and Tenure of Faculty at The University of Texas Health Science Center at San Antonio" contain no information pertaining to the promotion and tenure of faculty moving from the rank of Instructor to Assistant Professor. Therefore, the Faculty Assembly of the School of Allied Health Sciences has developed the following guidelines to aid the School of Allied Health Sciences Promotion and Tenure Committee in making recommendations on packets submitted at this level. Note that the UTHSCSA tenure and Promotion Committee will not review this promotional level.

A. Guidelines for Promotion to the Rank of Assistant Professor, Tenure Track

1. Minimum of one year acceptable performance as a faculty member at this institution.
2. Teaching experience congruent with the expectations of the candidate's respective department, with one year being the general guideline for progression.
3. Academic credentials congruent with the expectations of the candidate's respective department. 4. Candidates must clearly demonstrate promise in 2 of 3 fundamental academic activities (scholarly activities in teaching, service, and research)
4. Candidates must clearly demonstrate promise in 2 of 3 fundamental academic activities (scholarly activities in teaching, service, and research).
5. Curriculum vitae and internal letters of support should clearly document candidate's accomplishments in the two chosen areas.

B. Guidelines for Promotion to the Rank of Assistant Professor, Non-tenure Track

1. Minimum of one year acceptable performance as a faculty member at this institution.
2. Teaching experience congruent with the expectations of the candidate's respective department, with one year being the general guideline for progression.
3. Academic credentials congruent with the expectations of the candidate's respective department.
4. Candidates must clearly demonstrate promise in 1 of 3 fundamental academic activities (scholarly activities in teaching, service, or research).
5. Curriculum vitae and internal letters of support should clearly document candidate's accomplishments in the chosen area.

APPENDIX

Suggested Procedures for Documenting Teaching Scholarly Activity (Also review the UTHSCSA document, "Suggestions for Department/Division/School Promotions and Tenure Committees)

1. Students' letters: Those from the faculty member's department as well as any students outside the faculty member's department.

2. Graduates' letters.
3. Summaries of course evaluations.
4. Evidence of innovations in didactic and/or clinical teaching (videotapes, new teaching and/or effective teaching methods, teaching aides, etc.)
5. Peer evaluation: Fellow faculty members; clinicians; participants at regional and national workshops and conference.
6. Receipt or nomination of teaching excellence awards: Departmental; School; University; Regional; and National.
7. Scores on student's certification examinations, which reflect faculty member's contribution.
8. Attendance at major continuing education courses or graduate studies with evidence of application of this knowledge to teaching methodology.