



**Debrief of the 2022 Promotion and Tenure Process
Updates for the 2023 Promotion and Tenure Process**

AGENDA

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Part A

APPENDIX N – PROCEDURE FOR EFFECTING PROMOTION IN RANK

General Information about the Guidelines and Process for Effecting Promotions in Rank

Promotion in rank is not only a recognition of past achievement but also a recognition of promise and a sign of confidence that the individual is capable of greater responsibilities (*Faculty Handbook*, Section 6.7). The policy of UTHSC is to grant promotions objectively, equitably, impartially, and in recognition of merit (*Faculty Handbook*, Section 6.7). In the case of a faculty member who holds joint appointments in two or more departments, promotion may take place in one department without its concurrence in the other department(s) (*Faculty Handbook*, Section 6.8.1).

The process for reviewing candidates and making recommendations for promotion is similar to that for the award of tenure; the absence of mandatory reviews of negative departmental recommendations at higher levels is the major difference (*Faculty Handbook*, Section 6.8). An example of the summary document for a positive recommendation for promotion in rank (Form 5) is attached.

In general, the guidelines for promotion in rank are the same as those for appointment to the various ranks (*Faculty Handbook*, Section 6.7). Generally, these guidelines are assigned varying degrees of weight. Deficiencies in some aspect may be counterbalanced adequately by superiority in others; in certain fields of endeavor, some of these guidelines may be replaced by others. Thus, promotion from one rank to the next will depend on the distinctive requirements contained in the Annual Performance-and-Planning Reviews for the period under consideration (*Faculty Handbook*, Section 6.7). A minimum period of service in rank is normally required before consideration for promotion to the next rank (*Faculty Handbook*, Section 6.7). Colleges may establish more specific criteria for promotion to various ranks; these criteria must be consistent with the UTHSC guidelines and be published in the collegiate bylaws (*Faculty Handbook*, Section 6.7). If a department establishes any more-specific criteria for promotion than those of UTHSC or the department’s college, these must be published in the department’s bylaws, after approval by the Dean (*Faculty Handbook*, Section 6.7).

Each year the UTHSC Chief Academic Officer publishes and distributes a detailed schedule for the process related to the review for promotion in rank. Generally, a faculty member’s preparation for this review begins in September. Each candidate will prepare a dossier, containing the documents required for this review by the departmental faculty peers (*Faculty Handbook*, Section 6.7). Bylaws of colleges or departments should limit peer reviewers to members of the departmental faculty holding rank(s) equal or superior to that to which the candidate is seeking promotion (*Faculty Handbook*, Section 6.8.1). In large departments (e.g., Medicine, Pediatrics, etc.), the Chair may divide the tenured departmental faculty by divisions in order to form several committees composed of five or more tenured faculty members. In addition, bylaws of colleges or departments may permit faculty members with nontenure track, part-time, affiliated, or volunteer appointments in that department to serve as reviewers on promotions (in addition to the tenured departmental faculty, if any) (*Faculty Handbook*, Section 6.8.1). External review of the dossier may be permitted in any case and required when sufficient expertise is lacking among the departmental faculty (*Faculty Handbook*, Section 6).

Procedure for the Review for Promotion in Rank

The Department Chair may delegate his or her responsibility for recommending promotions to other individuals. The procedure for the Review for Promotion in Rank should include the following elements:

- a. The Chair should counsel the faculty member concerning updating his or her curriculum vitae and the identification of supporting documentation to be submitted to the faculty peers (*Faculty Handbook*, Section 5.9.1). The faculty member, in consultation with the Chair, should compile a dossier containing all documents to be submitted for review. The contents of the dossier will vary depending on whether the faculty member's appointment is (1) probationary for tenure with or without a concurrent request for the award of tenure, (2) tenured, or (3) non-tenure-track. For non-tenure-track faculty appointments the faculty member's dossier must include at least a current Curriculum Vitae, in the form required by UTHSC. For tenured or tenure-track appointments, the dossier must include at least the following items:
 1. Current Curriculum Vitae, in the form required by UTHSC;
 2. Annual accomplishments and goals, written by the candidate, that are relevant to the period related to this promotion (a period generally not longer than five years); and
 3. Summaries of Annual Performance-and-Planning Reviews, written by the Chair and the faculty member's responses, if any, that correspond to the annual accomplishments and goals of item 2 above.

For a faculty member with a tenure-track appointment who is making a concurrent request for the award of tenure, the dossier must contain additional items (see Appendix L).

Candidates for promotion will provide additional details as to his/her contributions (final percent effort) in each assigned mission for each of the years since the last promotion. The provision of information for teaching, research/scholarship, clinical care, and service will enable a more accurate assessment of the faculty member's contributions using the promotion metric. If there was a substantive change in the percent effort devoted to the various missions since the last promotion, the candidate should describe the change and the timing for this change.

The faculty member may also include in the dossier any other documents that he or she believes may assist the faculty peers in their reviews or be relevant to a positive recommendation (*Faculty Handbook*, Section 6.7). Such documents may include, but are not limited to, sample publications; summaries of student teaching evaluations, as well as other indicators of teaching performance; or letters of evaluation. The faculty member may request that a maximum of six peers submit letters of evaluation to the Chair. Particular attention should be given to identifying individuals, either on or off campus, qualified to judge the faculty member's most important contributions over the period (*Faculty Handbook*, Section 6.7). A letter of evaluation contains a subjective peer-evaluation of a candidate's accomplishments and professional standing. For any candidate the maximum number of requested letters of evaluation is six, even in the case of a faculty member's concurrent candidacy for the award of tenure. Within a department the number and nature of required letters should be uniformly applied to every faculty member. Any letters of evaluation should be directed to the Chair.

- b. The departmental faculty peers (or Collegiate Promotion and Tenure Committee if no departmental committee exists) will review the dossier, derive a numerical evaluation using the promotion metric scoring system (see *UTHSC Scoring System for Promotion* and the *Metric Matrix*), and meet for the purpose of recording a formal, anonymous vote on the recommendation for promotion in rank (*Faculty Handbook*, Section 6.8.1). A quorum shall be fifty percent (50%) of the faculty eligible to vote on a given candidate or issue, and a positive or negative recommendation shall be decided by

a simple majority of those faculty members present. The faculty peers' report to the Chair shall contain the following: a list of the faculty peers in attendance; the majority and minority views, if relevant; and the summary vote. A copy of this report must accompany the request for promotion in rank forwarded to the Collegiate Promotion and Tenure Committee, the Dean, the UTHSC Chief Academic Officer, and the Chancellor (*Faculty Handbook*, Section 6).

- c. The Chair reviews the dossier(s) and considers the recommendation(s) of the faculty peers. Then, the Chair makes a recommendation concerning each faculty member under consideration (*Faculty Handbook*, Section 6.8.2). Whenever the recommendation of the Chair differs from that of the faculty peers, the Chair must notify them of the reasons for a decision contrary to their recommendation (*Faculty Handbook*, Section 6.8.2).
- d. In a case in which the promotion in rank is recommended, the Chair prepares a letter of nomination to the Dean (*Faculty Handbook*, Section 6.8.2). The letter of nomination must contain the following items:
 1. Name of the faculty member;
 2. Date of the original appointment;
 3. Date of any prior promotion;
 4. Date on which the recommended promotion would become effective;
 5. The faculty member's professional discipline or field;
 6. The recommendations (positive or negative) of the departmental faculty committee and the Department Chair; and
 7. Examples of important and specific accomplishments in teaching, scholarly activities, service, and/or patient care, as appropriate for the individual faculty member.

If the Chair recommends an individual for promotion in rank in contrast to a negative recommendation of the faculty peers, this fact must be noted in the Chair's nominating letter and the reason(s) for the Chair's action must be explained (*Faculty Handbook*, Section 6.8.2).

- e. Some faculty members may be recommended early for promotion in rank. However, this is an exceptional request that must be accompanied by letters of explanation from the Chair to the Dean and from the Dean to the UTHSC Chief Academic Officer.
- f. If the recommendation of the Chair is negative, the Chair does not send a letter to the Dean. However, the Chair must inform the candidate in writing of the decision, stating that the faculty member may appeal such a negative decision to the Dean (*Faculty Handbook*, Section 6.8.2).
- g. All required documents (Form 5 and all attachments) must be forwarded from the department to the collegiate academic officer and the College Promotion and Tenure Committee (CPT Committee) by the end of January (*Faculty Handbook*, Section 6.8.3).

Recommendations (Form 5 and all attachments) are presented by the collegiate academic officer to the CPT Committee (*Faculty Handbook*, Section 6.8.3). The committee will derive a numerical evaluation using the promotion metric scoring system (see *UTHSC Scoring System for Promotion* and the *Metric Matrix*) and vote anonymously on each recommendation, thereby making a positive or a negative recommendation on each candidate to the Dean. A quorum shall be fifty percent (50%) of the faculty eligible to vote on a given candidate or issue, and a positive or negative recommendation shall be decided by a simple majority of those faculty members present (*Faculty Handbook*, Section 4).

If the CPT Committee renders a negative recommendation, the Department Chair will be informed in writing of the reason(s) for the recommendation (*Faculty Handbook*, Section 6.8.3). The Department Chair may appeal to the Dean before the recommendation at the college level is made.

- h. All positive recommendations of the Department Chair must be reviewed by the Dean of the College. The Dean will make a recommendation based on advice of the CPT Committee, the Department Chair, and the faculty peers, as well as on the basis of other circumstances, including personal knowledge of individuals (*Faculty Handbook*, Section 6.8.4). In the case of a positive recommendation by the Dean, he or she will advise the Chair. In a case of any negative recommendation by the Dean, the Dean will provide the individual faculty member and the Chair with written notice of that recommendation. The faculty member must be notified about the negative recommendation and must be informed of his or her right to appeal a negative decision through the Faculty Senate (*Faculty Handbook*, Section 6.8.4).
- i. After making an independent judgment on the candidacy, the Dean shall forward all recommendations to the UTHSC Chief Academic Officer (Form 5 and all attachments) (*Faculty Handbook*, Section 6.8.4).

All recommendations of the Dean shall be reviewed by the UTHSC Chief Academic Officer (*Faculty Handbook*, Section 6.8.5). The UTHSC Chief Academic Officer, in consultation with the Chancellor, evaluates the college recommendations in light of general knowledge of individuals. During March and April, the UTHSC Chief Academic Officer prepares a consolidated report. The UTHSC Chief Academic Officer forwards all recommendations for promotion to the Chancellor.

- j. During April, all positive recommendations of the UTHSC Chief Academic Officer shall be reviewed by the Chancellor (*Faculty Handbook*, Section 6.8.6). After making an independent judgment on the candidacy, the Chancellor shall forward only positive recommendations to the President by the beginning of May. Summary information on each faculty member being considered for promotion in rank should be sent to the System Vice President with responsibility for Academic Affairs.
- k. Subsequent to positive action by the President, the Chancellor and Dean shall give the faculty member and Chair written notice of the effective date of the promotion in rank.

See: <https://uthsc.edu/afsa/faculty-affairs/documents/faculty-evaluation-calendar.pdf>

APPENDIX L – PROCEDURE FOR THE FINAL PROBATIONARY REVIEW FOR THE AWARD OF TENURE

General Information about the Final Probationary Review

The Final Probationary Review is a two-part review by (1) the tenured departmental or divisional faculty (or the Collegiate Promotion and Tenure Committee (CPT Committee), if appropriate) and (2) the Chair (*Faculty Handbook*, Section 4.14.3.4). According to the Board’s policy on tenure, an adequate evaluation of a tenure candidate's qualifications, professional contributions, potential, and determination of whether he or she should be accepted as a tenured member of the UTHSC academic community, requires the judgment of both the candidate's faculty colleagues and the responsible administrators (*Faculty Handbook*, Section 4.15.1). Thus, although recommendations for tenure are administrative actions that must be approved by the President or Board of Trustees, there should be no positive recommendation for tenure without formal consultation with the tenured faculty of the department in which the candidate holds his or her position (*Faculty Handbook*, Section 4.15.1). At UTHSC this formal consultation with the tenured faculty in the candidate’s department is contained in the Interim and Final Probationary Reviews of the candidate’s performance by the tenured faculty of his or her department (*Faculty Handbook*, Sections 4.14.3.3, 4.14.3.4 and 4.15.1). If a department does not have at least three tenured faculty members (excluding the Dean and Chair), the CPT Committee (Section 4.4.2) will perform this review; however, any departmental tenured faculty members will have the opportunity to review the candidate’s dossier and vote anonymously on the recommendation to award tenure. In large departments (e.g., Medicine, Pediatrics, etc.), the Chair may divide the tenured departmental faculty by divisions in order to form several committees composed of five or more tenured faculty members.

Each year the UTHSC Chief Academic Officer publishes and distributes a detailed schedule for the Final Probationary Reviews and the process related to the recommendation of the award of tenure. Generally, a faculty member’s preparation for this review begins in September. Each candidate will prepare a dossier, containing the documents required for this review by the tenured faculty (*Faculty Handbook*, Sections 4.11.2 and 4.14.3.4). Extra-departmental review of the dossier may be permitted in any case and required when sufficient expertise is lacking among the tenured departmental faculty (*Faculty Handbook*, Section 4.14.3.4).

Procedure for the Final Probationary Review

The Department Chair may delegate his or her responsibility for the Final Probationary Review to other individuals.

- a. The tenured departmental or divisional faculty (or CPT Committee, if appropriate) will review the dossier and meet for the purpose of recording a formal, anonymous vote on the recommendation to award (or not award) tenure (*Faculty Handbook*, Section 4.14.3.4). A quorum shall be fifty percent (50%) of the tenured faculty eligible to vote on a given candidate or issue, and a positive or negative recommendation shall be decided by a simple majority of those tenured faculty members present (*Faculty Handbook*, Sections 4.4.2 and 4.4.3). Following the review of the candidate’s dossier, the tenured faculty will record a formal, anonymous vote on the recommendation (*Faculty Handbook*, Section 4.14.3.4). The tenured faculty’s report to the Chair shall contain the following: a list of the tenured faculty members in attendance; the majority and minority views, if relevant; and the summary vote. A copy of this report must accompany the request for the award of tenure forwarded to the Collegiate Promotion and Tenure Committee, the Dean, the UTHSC Chief Academic Officer, and the Chancellor (*Faculty Handbook*, Section 4.14.3.4).

- b. The Chair reviews the dossier(s) and considers the recommendation(s) of the tenured departmental or divisional faculty (or CPT Committee). Then, the Chair makes an independent judgment on the tenure candidacy of each faculty member under consideration (*Faculty Handbook*, Sections 4.14.3.4 and 4.15.2). In a case in which the award of tenure is recommended, the Chair shall submit his or her recommendation to the dean with a written explanation of his or her judgment, with a copy provided to the tenure candidate and the tenured departmental faculty at the same time. The letter of nomination must contain the following items:
1. Name of the faculty member;
 2. Date of the original appointment;
 3. Date of any prior promotion;
 4. Date on which the recommended award of tenure would become effective;
 5. The faculty member's professional discipline or field; and
 6. Examples of important and specific accomplishments in teaching, scholarly activities, service, and/or patient care, as appropriate for the individual faculty member.

If the Chair recommends an individual for the award of tenure in contrast to a negative recommendation of the tenured faculty, this fact must be noted in the Chair's nominating letter and the reason(s) for the Chair's action must be explained (*Faculty Handbook*, Section 4.14.3.4). In a case in which the award of tenure is not recommended, the Chair prepares a letter in which he or she states the reason(s) for the non-recommendation.

- c. Whenever the recommendation of the Chair differs from that of the tenured departmental or divisional faculty (or CPT Committee), the Chair's recommendation must explain the reasons for differing judgment and the Chair must provide a copy of the explanation to the tenure candidate and the departmental tenured faculty. The tenured faculty will meet again to consider whether a dissenting report should be developed and forwarded to the chair of the CPT Committee (*Faculty Handbook*, Sections 4.14.3.4 and 4.15.2), with a copy provided to the tenure candidate at the same time.
- d. All tenure recommendations of the Department Chair, whether positive or negative, must be reviewed by the Dean of the College (*Faculty Handbook*, Section 4.15.3). The recommendation of the CPT Committee is advisory to the Dean (*Faculty Handbook*, Section 4.15.3).

All required documents of candidates for the award of tenure (Form 5 and all attachments) must be forwarded from the department to the collegiate academic officer and the CPT Committee by the end of January. Any negative or controversial recommendation should be forwarded to the collegiate academic officer as soon as possible, but not later than the end of January. Extra time may be required for reviews at higher levels or for appeal by the faculty member. In addition, summary information (Form 6) on all candidates for the award of tenure should be sent from the department to the collegiate academic officer.

Recommendations (Form 5 and all attachments) are presented by the collegiate academic officer to the CPT Committee (*Faculty Handbook*, Section 4.15.3). The committee will vote anonymously on

each recommendation, thereby making a positive or a negative recommendation on each candidate to the Dean. A quorum shall be fifty percent (50%) of the tenured faculty eligible to vote on a given candidate, and a positive or negative recommendation shall be decided by a simple majority of those tenured faculty members present (*Faculty Handbook*, Section 4.4.3).

If the CPT Committee renders a negative recommendation, the Department Chair will be informed in writing of the reason(s) for the recommendation (*Faculty Handbook*, Section 4.15.3). The Department Chair may appeal to the Dean before the recommendation at the college level is made.

- e. The Dean will make a recommendation based on advice of the CPT Committee, the Department Chair and the tenured faculty, as well as on the basis of other circumstances, including personal knowledge of individuals and the needs of the college (*Faculty Handbook*, Section 4.15.3). In the case of a positive recommendation by the Dean, he or she will advise the Chair. In a case of any negative recommendation by the Dean, the Dean will provide the individual faculty member and the Chair with written notice of that recommendation and explanation for the recommendation. The faculty member must be notified about the negative recommendation and must be informed of his or her right to consult with the UTHSC Chief Academic Officer prior to or at the same time as the Dean forwards the recommendation to the next level of review.
- f. After making an independent judgment on the tenure candidacy, the Dean shall forward his or her recommendation and explanation for the recommendation to the UTHSC Chief Academic Officer, with a copy provided to the tenure candidate at the same time (Form 5 and all attachments) (*Faculty Handbook*, Section 4.15.3). Any negative or controversial recommendation should be forwarded from the Dean to the UTHSC Chief Academic Officer as soon as possible, but not later than the end of February. Extra time may be required for reviews at higher levels or for appeal by the faculty member. By the beginning of April all recommendations and required supporting documents must be forwarded to the UTHSC Chief Academic Officer.
- g. All tenure recommendations of the Dean, whether positive or negative, shall be reviewed by the UTHSC Chief Academic Officer (*Faculty Handbook*, Section 4.15.4). The UTHSC Chief Academic Officer, in consultation with the Chancellor, evaluates the college recommendations in light of general knowledge of individuals and the needs of UTHSC. During March and April, the UTHSC Chief Academic Officer prepares a consolidated report. After making an independent judgment on the tenure candidacy, the UTHSC Chief Academic Officer shall forward his or her recommendation and summary explanation for the recommendation to the Chancellor, with a copy provided to the tenure candidate at the same time.
- h. During April, all tenure recommendations of the UTHSC Chief Academic Officer whether positive or negative, shall be reviewed by the Chancellor (*Faculty Handbook*, Section 4.15.5). After making an independent judgment on the tenure candidacy, the Chancellor shall forward only positive recommendations, with a summary explanation for the recommendation, to the President by the beginning of May, with a copy provided to the tenure candidate at the same time. Summary information on each faculty member being considered for tenure should be sent to the Office of the System Vice President with responsibility for Academic Affairs.

If the Chancellor reverses a negative recommendation by the Dean, he or she will advise the Dean, the Chair, and the faculty member. If the Chancellor does not reverse a negative recommendation by the Dean, the faculty member will be advised regarding the appeal process (*Faculty Handbook*, Section 7).

The Chancellor may decide that the best interests of UTHSC are not served by the award of tenure to a faculty member. In case of a negative recommendation by the Chancellor reversing a positive recommendation by the Dean, the Chancellor must meet with the faculty member, the Chief Academic Officer, the Dean, and the Chair to explain the reason(s) for the adverse recommendation. At the faculty member's request, the Chancellor must provide the faculty member with written notice of the recommendation, giving the reason(s) for that recommendation, and stating that the faculty member may appeal the recommendation in accordance with the provisions of the *UTHSC Faculty Handbook* (Section 7).

- i. The President acts only on the Chancellor's positive recommendation for tenure. If the President concurs in the positive recommendation, he or she shall grant tenure if he or she is authorized to do so, and the Chancellor shall give the faculty member written notice of the effective date of tenure. If only the Board is authorized to grant tenure, the President shall submit the recommendation to grant tenure, and summary explanation for the recommendation, to the Board of Trustees (*Faculty Handbook*, Section 4.15.6). However, the President may decide that the best interests of The University would not be served by the award of tenure to a faculty member. In such a case, the President will notify the Chancellor, who shall give the faculty member, Chair, Dean, and Chief Academic Officer written notice that tenure will not be awarded.
- j. Only the Board of Trustees is authorized to grant tenure in certain cases specified in Article III.B. of the Board of Trustees' Policies Governing Academic Freedom, Responsibility, and Tenure. In those cases, the Board of Trustees acts only on the President's positive recommendations for tenure. After positive action by the Board of Trustees to grant tenure, the President shall give the faculty member written notice of the effective date of tenure.

See: <https://uthsc.edu/afsa/faculty-affairs/documents/faculty-evaluation-calendar.pdf>

4.11.2.1 External Reviews

In addition to internal letters of evaluation, external letters of evaluation must be obtained for all reviews for promotion and for the final probationary review for the award of tenure.

a. Qualifications of Evaluators

1. Definitions for each category of evaluators are:
 - a. External evaluators are individuals who are not employed by or affiliated with UTHSC or UTHSC's affiliated institutions.
 - b. Internal evaluators are individuals who are employed by or affiliated with the college, UTHSC, or UTHSC's affiliated institutions.
2. External evaluators should be distinguished individuals in the candidate's field who are in a position to provide an assessment of the candidate's current and projected contributions to the candidate's field of scholarship and to comment on their significance for the discipline.
3. Evaluators must be (a) at or above the candidate's current rank (or equivalent), in the case of tenure review only, or (b) at or above the rank (or equivalent) to which the candidate aspires to be promoted. Appropriate evaluators should have sufficient expertise to evaluate the candidate's contributions in their areas of effort: teaching, research/scholarship, service, and, if applicable, clinical care. Evaluators providing reviews for tenure must themselves hold tenure if offered at their institution or the equivalent if tenure is not offered.
4. Letters should not be solicited from evaluators who would be considered to hold any conflict of interest, as defined in the National Institutes of Health (NIH) definition of conflict of interest, or who would be in any professional or personal relationship with the candidate that could reduce objectivity. Questions as to the appropriateness of any external or internal evaluator should be referred to the Dean's office, with further review by UTHSC's Chief Academic Officer if needed.
5. College bylaws may specify more explicit criteria for identifying potential evaluators.

b. Number of Required Letters

While college bylaws may specify more than the number of required external and internal letters of evaluation noted here, the following are the minimum requirements by rank. The candidate and the chair should separately create a list of names of potential evaluators that is double the minimum number of required letters.

1. Instructor to Assistant Professor: 3 internal letters of evaluation required
2. Assistant Professor to Associate Professor without tenure: 2 external and 3 internal letters of evaluation required
3. Assistant Professor to Associate Professor with tenure: 3 external and 2 internal letters of evaluation required
4. Associate Professor to Professor with or without tenure: 3 external and 2 internal letters of evaluation required
5. Instances of tenure at any rank without promotion: 3 external and 2 internal letters of evaluation required

c. Selection of Evaluators

All potential evaluators are to be identified by mutual agreement of the candidate and the chair. College bylaws, and departmental bylaws if they exist, must specify the number (beyond the minimum, if applicable) and general criteria for identifying potential evaluators.

In selecting evaluators, a candidate may prospectively reject the names of up to three proposed evaluators without cause. In instances where the candidate and the chair cannot mutually agree on a potential evaluator within five business days of receiving each other's' lists, the candidate and chair should present their views to the departmental faculty who will then decide the disposition of the issue by anonymous balloting within five business days. A simple majority vote prevails.

d. Solicitation of Letters of Evaluation

The individual responsible for this process at the collegiate level should normally solicit twice the number of minimum required letters of evaluation, using the following guidance. A standard form letter must be used for all candidate members within a college.

1. Materials to be sent to evaluators:
 - a. Candidate's current curriculum vitae
 - b. Relevant supporting materials from the candidate's dossier, e.g., teaching portfolio, sample publications (generally no more than 2), summary of student and/or peer evaluations of teaching, etc.
 - c. College and (if applicable) departmental bylaws and UTHSC Faculty Handbook statements of criteria for the specific action(s) (e.g., promotion, tenure, or both)
 - d. Materials requested to be included by the candidate.

2. General information to provide to evaluators in the request for evaluation:
 - a. Candidate's name
 - b. Nature of the specific action(s) under consideration (e.g., promotion, tenure, or both)
 - c. Request for reviewer to comment on the candidate's academic progress based on materials provided and/or on the evaluator's personal knowledge of the scientific and/or professional contributions of the candidate
 - d. Request for reviewer to provide a frank appraisal of (1) the candidate's research abilities and creative achievements, including papers given at scholarly meetings; (2) the quality of his/her publications or other creative work; (3) his/her reputation or standing in the field; and (4) his/her potential for further growth and achievement. Reviewers may also be asked to rate the candidate's contributions in comparison with others they have known at the same stage of professional development.
 - e. Request for reviewer to state the nature of any association with the candidate
 - f. Request for reviewer to state precisely what the letter of evaluation covers (e.g., promotion, tenure, or both)
 - g. Request for letters to be submitted on institutional letterhead with the evaluator's signature that includes rank as well as tenure status
 - h. Date when letter of evaluation must be received during the review cycle
 - i. Thank you
3. All letters should be addressed to the individual responsible for this process at the collegiate level.
4. Letters may be submitted via postal mail or email.
5. Whenever possible, external letters should be sought from (a) individuals at UTHSC's comparable or aspirational peer institutions or (b) from an outside institution similar to UTHSC (e.g., academic health science center or research-intensive institution).
6. All letters solicited and received, even if more than the required minimum number, must be included in the dossier unless the UTHSC Chief Academic Officer approves their removal from the review process.

Within a department the number and nature of required letters should be uniformly applied to every faculty member.

Scoring System for Promotion

No promotion should be made solely based on points, although the point system defines a minimum level of accomplishment that must be met by the faculty of all colleges at the health science center. For each faculty member being considered for promotion, the department Chair must provide a letter of recommendation justifying the scores that are awarded and the promotion that is under consideration. For promotion to Associate or Full Professor, each candidate shall also be evaluated by the faculty within the department at or above the rank being sought (Faculty Handbook, Section 4.4.2) and by the CPT Committee (Faculty Handbook Section 6.8.3); if a department does not have the required number (3) of faculty members (Faculty Handbook Section 4.4.2), the CPT Committee (Faculty Handbook Section 4.4.3) will perform the evaluation. Important intangible aspects that are also included in the final assessment include the individual's loyalty, enthusiasm, courtesy, cooperativeness, and dedication to the department, the college, and the University.

Having achieved the required points, all candidates are still required to meet the specific, minimum career-track requirements of the rank to which they are seeking promotion.

Each category (teaching, research/creative and other scholarly activities, patient care, and service/outreach) has a possible total of 9 points divided among three subcategories. Points for each subcategory should be awarded on a 0-3 scale (whole numbers only), where 0 reflects no contribution in a particular area, 1 reflects minimal contribution with respect to quality and quantity, and a score of 2 reflects moderate or satisfactory contributions with respect to quality and quantity. A score of 3 should be awarded only for exceptional contributions, both with respect to quality and quantity; when such score is awarded, it must be justified by statements in the Chair's letter and by the documentation provided by the candidates as part of their dossier. A similar review process should be used by the departmental and college appointment and promotion committees. A grid for assessing the points in each category can be found in a companion document.

Mission 1: Teaching (maximum of 9 points)

Examples of activities that should be considered in allocating points for teaching are shown below. Each candidate should identify the three activities (subcategories) on this list that would be most appropriate for evaluating his/her accomplishments and provide an appropriate grid for committee use. The score for these activities should reflect both the effectiveness and the level of contribution in each subcategory.

- a. **Course Leadership:** course director, Clerkship coordinator, Residency training director; other formal teaching duties, e.g., student and resident teaching in a clinical or practice setting, classroom or online education, laboratory teaching; research mentor/member of thesis or research oversight committees; Student advising
- b. **Acknowledged excellence in teaching:** Student or peer evaluations; Teaching honors and awards; Awards to students mentored by faculty
- c. **Innovation in teaching:** Major course revisions, curriculum redesign, introduction of new technologies in the teaching setting

Mission 2: Research/Creative and Other Scholarly Activities (maximum of 9 points)

Examples of activities that should be considered in allocating points for research/creative and other scholarly activities are shown below. The score awarded for these activities should reflect both the quantity of these activities as well as the quality of the contributions in this category.

- a. **Publications:** peer-reviewed and nonpeer-reviewed articles in professional journals, textbooks, book chapters, health care articles for the lay press, etc.

Publications in peer-reviewed, high impact journals should be given the highest scores. Evaluators should note, however, that some disciplines may regularly report their work in more narrowly focused journals and that a simple assessment of the impact factor of these journals may underestimate the significance of the publications for these disciplines.

College bylaws may specify minimum publication requirements for promotion to the various ranks depending on the type of faculty appointment held. Thus faculty members are advised to review college bylaws as they prepare their dossiers for promotion, and evaluators should review these bylaws as part of the promotion review process. For example, faculty members should be aware that the required number of publications may differ for tenured/tenure track faculty vs. non-tenure track faculty. In addition there may be differing requirements for the promotion of non-tenure track faculty who serve as clinician educators vs. those who serve as researchers. However, it is expected that there be a reasonable balance in the evaluation of numbers of publications versus their importance.

- b. **Extramural funding:** grants from federal agencies (NIH, NSF, AHRQ, DOD, HRSA, etc.), foundations and institutes (American Heart Association, Muscular Dystrophy Association, National Cancer Society, etc.), pharmaceutical companies, training grants, inter-professional grants, and other grants and contracts
- c. **Other scholarly activities:** manuscripts under review, invited lectures, patents, licensing agreements, presentations at national/international meetings, submitted abstracts, featured presentations at grand rounds, at local or regional societies, or for local special interest groups, service on editorial boards (if used here, cannot be used in "Service"); or development of new procedures, protocols, or devices that improve health and/or raise standards of care.

Mission 3: Patient Care (maximum of 9 points)

Examples of activities that should be considered in allocating points for patient care are shown below.

- a. **Productivity/patient load/scheduling:** evaluation based on RVU targets and other agreed-upon patient care goals with respect to numbers of new and returning patients, numbers of procedures, numbers of clinic sessions per week, etc. Targets may differ depending on the site of care delivery and the specific discipline.
- b. **Quality of care/patient satisfaction:** as evidenced by standardized evaluations carried out by practice setting, by evaluations of peers/other health care providers, by chart reviews, etc.

- c. **Professional recertification/enhancement of knowledge base for clinical care:** acquires and maintains board certification/licensure by regular participation in professional societies and in continuing education programs in his/her field and/or by participation in special training programs

Mission 4: University Service/Outreach (maximum of 9 points)

Examples of activities and material that should be considered in allocating points for service/outreach are shown below:

- a. **Institutional service:** Participating on committees for the UT System, Health Science Center campus, college, or department; presenting continuing education programs for department, college or campus; organization of seminar programs; supervision of departmental or campus core research facilities (e.g., flow cytometry, confocal or electron microscopy facilities); coordinating searches for faculty members, deans, senior administrators.
- b. **Professional service:** Participation in local, state, regional, national, or international organizations or professional societies, service on editorial boards, as a reviewer for professional journals or funding agencies (note that service on editorial boards may be considered under service or research but cannot count for both)
- c. **Community service/outreach:** Presentations to civic groups or other local organizations, participation in outreach activities in area schools, organization and/or delivery of community health initiatives, providing clinical services in community settings (health care fairs)

Point Requirements for Promotion

After careful review and assigning of points in the appropriate categories, the expectations for promotion are shown below. A sample template and a grid for calculating the points earned can be found in the appendices below:

- a. For promotion to Assistant Professor, the candidate must accumulate a total of 3.5 points if he/she does not have a clinical practice and 4.0 points if he/she has practice responsibilities.
- b. For promotion to Associate Professor, the accumulation of a minimum of 6 points is required from new/continuing activities since appointment or last promotion.
- c. For promotion to Professor, the accumulation of a minimum of 7.5 points is required from new/continuing activities since appointment or last promotion.

Grid for assessing performance metrics*

Mission	Categories	Score (0-3)	% Effort	Result
1. Teaching	a. Course Leadership: Course director, Clerkship coordinator, Residency training director; other teaching duties e.g. student and resident teaching in a clinical or practice setting, classroom or online education, laboratory teaching; Research mentor/member of thesis or research oversight committee; Student advising	a. _____		
	b. Acknowledged excellence in teaching: Student or peer evaluations, Teaching honors and awards, Awards to students mentored by faculty	b. _____		
	c. Innovation in teaching: Major course revisions, Curriculum redesign, Introduction of new technologies in the teaching setting	c. _____		
	Subtotal for Teaching Mission	Sum (9 max) _____	X _____	% _____
2. Research / Creative & Other Scholarly Activities	a. Publications: peer-reviewed, and non peer-reviewed articles in professional journals, textbooks, book chapters, health care articles for the lay press, etc.	a. _____		
	b. Extramural funding: including grants from federal agencies (NIH, NSF, AHRQ, DOD, HRSA, etc.), foundations and institutes, pharmaceutical companies; training grants; inter-professional grants; other grants and contracts, or program/teaching grants	b. _____		
	c. Other scholarly activities: manuscripts under review, invited lectures, patents, licensing agreements, presentations at national/international meetings, submitted abstracts, featured presentations at grand rounds, at local or regional societies, or for local special interest groups, service on editorial boards Editorial board activities (if used here cannot be used in "Service")	c. _____		
	Subtotal for Research/Creative & Other Scholarly Activities Mission	Sum (9 max) _____	X _____	% _____
3. Clinical Care	a. Productivity/patient load/scheduling: evaluated based on RVU targets and other agreed-upon clinical care goals with respect to numbers of new and returning patients, numbers of procedures, numbers of clinic sessions per week, etc.	a. _____		
	b. Quality of care/Patient satisfaction: as evidenced by standardized evaluations carried out by practice setting, by evaluations of peers/other health care providers, by chart reviews, etc.	b. _____		
	c. Professional recertification/enhancement of knowledge base for clinical care: acquires and maintains board certification/licensure by regular participation in professional societies and in continuing education programs in his/her field, and/or by participation in special training programs	c. _____		
	Subtotal for Clinical Care Mission	Sum (9 max) _____	X _____	% _____
4. Service / Outreach	a. Institutional service: Participation on committees for the UT system, Health Science Center, College, and/or department; presentation of continuing education programs for department, college or campus; organization of seminar programs, coordination of searches for faculty, deans, senior administrators	a. _____		
	b. Professional service: Participation in local, state, regional, national, or international organizations or professional societies, service on editorial boards, as a reviewer for professional journals or funding agencies (note that service on editorial boards may be considered under service or research but cannot count for both).	b. _____		
	c. Community service/outreach: Presentation to civic groups or other local organizations, participation in outreach activities in area schools, organization and/or delivery of community health initiatives, providing clinical services in community settings (health care fairs)	c. _____		
	Subtotal for Service/Outreach Mission	Sum (9 max) _____	X _____	% _____
TOTAL				= _____

* Note: Only whole numbers should be used in applying scores

1. Using the following process, calculate a subtotal for each relevant mission:
 - a. Assign a score of 0-3 in each category
 - b. Sum the scores (add a, b, c) – the maximum possible score is 9
 - c. Multiply the sum of the scores by the assigned percent effort in that mission to arrive at a subtotal
2. Calculate the Total Score by summing the subtotals of each relevant mission.

Sample Calculating Performance Metrics

Each candidate must provide information as to the average percentage of effort that he/she devoted to each of his/her assigned missions. For this example, assume the following distribution:

50%	Research/Creative and Other Scholarly Activities
30%	Teaching
10%	Clinical Care
10%	Service/Outreach

Assume further that the evaluators scored the activities in these categories as follows:

9	Research/Creative and Other Scholarly Activities
7	Teaching
7	Clinical Care
6	Service/Outreach

The overall score for this person would be

$$\{\% \text{ of effort} \times \text{category score (Research)} + \% \text{ of effort} \times \text{category score (Teaching)} + \% \text{ of effort} \times \text{category score (Clinical Care)} + \% \text{ of effort} \times \text{category score (Service/Outreach)}\} = N$$

In other words:

$$(0.50 \times 9) + (0.30 \times 7) + (0.10 \times 7) + (0.10 \times 6) = 7.9$$

In this case, the score exceeds the minimum requirement for promotion to full professor (7.5 points).

Example grid demonstrating the application of the performance metrics

Mission	Categories	Score (0-3)	% Effort	Result
1. Teaching	a. Course Leadership: Course director, Clerkship coordinator, Residency training director; Other teaching duties, e.g., student and resident teaching in a clinical or practice setting, classroom or online education, laboratory teaching; Research mentor/member of thesis or research oversight committee; Student advising	a. 2		
	b. Acknowledged excellence in teaching: Student or peer evaluations, Teaching honors and awards, Awards to students mentored by faculty	b. 2		
	c. Innovation in teaching: Major course revisions, Curriculum redesign, Introduction of new technologies in the teaching setting	c. 3		
	Subtotal for Teaching Mission	Sum (9 max) = 7	X	30%
2. Research / Creative & Other Scholarly Activities	a. Publications: peer-reviewed, and non peer-reviewed articles in professional journals, textbooks, book chapters, health care articles for the lay press, etc.	a. 3		
	b. Extramural funding: including grants from federal agencies (NIH, NSF, AHRQ, DOD, HERSA, etc.), foundations and institutes, pharmaceutical companies; training grants; inter-professional grants; other grants and contracts, or program/teaching grants.	b. 3		
	c. Other scholarly activities: manuscripts under review, invited lectures, patents, licensing agreements, presentations at national/international meetings, submitted abstracts, featured presentations at grand rounds, at local or regional societies, or for local special interest groups, service on editorial boards Editorial board activities (if used here cannot be used in "Service")	c. 3		
	Subtotal for Research/Creative & Other Scholarly Activities Mission	Sum (9 max) = 9	X	50%
3. Clinical Care	a. Productivity/patient load/scheduling: evaluated based on RVU targets and other agreed-upon clinical care goals with respect to numbers of new and returning patients, numbers of procedures, numbers of clinic sessions per week, etc.	a. 2		
	b. Quality of care/Patient satisfaction: as evidenced by standardized evaluations carried out by practice setting, by evaluations of peers/other health care providers, by chart reviews, etc.	b. 2		
	c. Professional recertification/enhancement of knowledge base for clinical care: acquires and maintains board certification/licensure by regular participation in professional societies and in continuing education programs in his/her field, and/or by participation in special training programs	c. 3		
	Subtotal for Clinical Care Mission	Sum (9 max) = 7	X	10%
4. Service / Outreach	a. Institutional service: Participation on committees for the UT system, Health Science Center, College, and/or department; presentation of continuing education programs for department, college or campus; organization of seminar programs, coordination of searches for faculty, deans, senior administrators	a. 2		
	b. Professional service: Participation in local, state, regional, national, or international organizations or professional societies, service on editorial boards, as a reviewer for professional journals or funding agencies (note that service on editorial boards may be considered under service or research but cannot count for both).	b. 2		
	c. Community service/outreach: Presentation to civic groups or other local organizations, participation in outreach activities in area schools, organization and/or delivery of community health initiatives, providing clinical services in community settings (health care fairs)	c. 2		
	Subtotal for Service/Outreach Mission	Sum (9 max) = 6	X	10%
TOTAL				= 7.9

Mission	Categories	Score (0-3)	∑ (9 Max)	% Effort	Product
Teaching	training director; other formal teaching duties, e.g., student and resident teaching in a clinical or practice setting, classroom or online education, laboratory teaching; research mentor/member of thesis or research oversight committees; Student advising	a. _____			
	evaluations; Teaching honors and awards; Awards to students mentored by faculty	b. _____	X	_____ %	= _____
	c. Innovation in teaching: Major course revisions, curriculum redesign, introduction of new technologies in the teaching setting	c. _____			
Research / Creative & Other Scholarly Activities	a. Publications: peer-reviewed and nonpeer-reviewed articles in professional journals, textbooks, book chapters, health care articles for the lay press, etc.	a. _____			
	DOD, HRSA, etc.), foundations and institutes, pharmaceutical companies; training grants; interprofessional grants; other grants and contracts, or program/teaching grants	b. _____	X	_____ %	= _____
	c. Other scholarly activities: manuscripts under review, invited lectures, patents, licensing agreements, presentations at national/international meetings, submitted abstracts, featured presentations at grand rounds, at local or regional societies, or for local special interest groups, service on editorial boards (if used here, cannot be used in "Service")	c. _____			
Clinical Care	targets and other agreed-upon patient care goals with respect to numbers of new and returning patients, numbers of procedures, numbers of clinic sessions per week, etc.	a. _____			
	b. Quality of care/patient satisfaction: as evidenced by standardized evaluations carried out by practice setting, by evaluations of peers/other health care providers, by chart reviews, etc.	b. _____	X	_____ %	= _____
	c. Professional recertification/enhancement of knowledge base for clinical care: acquires and maintains board certification/licensure by regular participation in professional societies and in continuing education programs in his/her field and/or by participation in special training programs	c. _____			
Service / Outreach	a. Institutional service: Participation on committees for the UT system, Health Science Center, college, and/or department; presentation of continuing education programs for department, college, or campus; organization of seminar programs, coordination of searches for faculty, deans, senior administrators	a. _____			
	international organizations or professional societies, service on editorial boards, as a reviewer for professional journals or funding agencies (note that service on editorial boards may be considered under service or research but cannot count for both)	b. _____	X	_____ %	= _____
	c. Community service/outreach: Presentations to civic groups or other local organizations, participation in outreach activities in area schools, organization and/or delivery of community health initiatives, providing clinical services in community settings (health care fairs)	c. _____			
				TOTAL	= _____

IMPORTANT DEFINITIONS

Tenure

- **Probationary Period for Tenure** – the maximum length of employment on tenure track if there are no extensions. At UTHSC, the probationary period for tenure is required to be six years.
- **Regular Tenure** – tenure recommendation for the award of tenure at the end of the required six-year probationary period for tenure.
- **Early Tenure** – tenure recommendation for the award of tenure earlier than one year before the end of the required six-year probationary period for tenure (*Faculty Handbook, Section 4.14.3.4*). A tenure track faculty member may request consideration for early tenure prior to the sixth year of the probationary period but no sooner than the next regular tenure cycle after completion of the first year of the probationary period (*Faculty Handbook, Section 4.8.1*).
- **Expedited Tenure** (see *Tenure Upon Hire/Tenure Upon Initial Appointment*)
- **Tenure Upon Hire/Tenure Upon Initial Appointment** – only the Board of Trustees may grant tenure upon initial appointment. The Board will do so only if 1) the proposed appointee holds tenure at another higher education institution and the Board determines that the President has documented that the proposed appointee cannot be successfully recruited to the University without being granted tenure upon initial appointment; or 2) the Board determines that the President has documented other exceptional circumstances warranting the grant of tenure upon initial appointment (*Board of Trustees BT0006: Policies Governing Academic Freedom, Responsibility and Tenure, Article III. D.*)
- **Suspension of Probationary Period** – a decision for temporarily suspending the tenure track, made by the Chief Academic Officer in the instance of one or more of the following reasons when the faculty member 1) accepts a part-time faculty position, 2) accepts an administrative position, or 3) is granted a leave of absence or modified duties assignment (*Faculty Handbook, Section 4.8.2*).
- **Extension of Probationary Period** – a decision for extending the length of time of the tenure track, requiring approval of the Chief Academic Officer, the Chancellor, the President (or designee, typically the Vice President with responsibility for Academic Affairs), and the General Counsel (or designee). The maximum extension that can be granted is two additional years (*Faculty Handbook, Section 4.8.1*).
- **Difference between a suspension and an extension of the probationary period** – in a suspension, the faculty member will still have only six years officially on the tenure track, as the suspension puts a temporary hold on the faculty member's tenure track status. In an extension, the faculty member will have seven or eight years officially on the tenure track, as the extension adds additional years on the probationary period. It is important to differentiate these, as during a suspension of the probationary period the faculty member is technically not on tenure track and should not, therefore, be evaluated as if they were on tenure track. During an extension of the probationary period, the faculty member would have additional tenure track reviews for the extra years.

Exceptional Request – requests for early promotion or early tenure. Such requests require a separate letter of explanation from the Chair and the Dean to the Chief Academic Officer, in addition to the dossier and letters of recommendation from the tenured departmental faculty and the Chair.

Promotion

- **Regular Promotion** – promotion recommendation for faculty members serving the full time period in rank as required in the UTHSC Faculty Handbook: four (4) years as an Assistant Professor prior to promotion to Associate Professor; five (5) years as an Associate Professor prior to promotion to Professor.
- **Early Promotion** – promotion recommendation for faculty members serving less than the stated time period in rank.

IMPORTANT DEFINITIONS

Evaluators

- **Internal** – individuals who are employed by or affiliated with UTHSC or UTHSC's affiliated institutions (*Faculty Handbook, Section 4.11.2.1*).
- **External** – individuals not employed by or affiliated with UTHSC or UTHSC's affiliated institutions (*Faculty Handbook, Section 4.11.2.1*).
- **Affiliated Institutions** – some of UTHSC's affiliated institutions include Methodist, Le Bonheur, Veterans Affairs Medical Center, St. Jude Children's Research Hospital, University of Tennessee Medical Center, Erlanger, Saint Thomas Health Nashville

Voting Terminology

- **Abstention** – a non-vote where the committee member chooses not to vote, which could be related to having insufficient information upon which to make an informed decision for a vote. An abstention may also be from someone who is a member of both the departmental and collegiate committees and properly abstains from one level of committee vote to vote on the other committee.
- **Recusal** – a non-vote where the committee member is disqualifying himself or herself from voting on the grounds of having some type of personal involvement or conflict of interest.
- **Split Decision** – considered by the President's office as non-unanimous votes, where a vote of NO is equal to or greater than 25% at any single voting level ****OR**** if there are one or more NO votes at multiple levels (department committee, chair, college committee, dean). Requires submission to UT System of full dossier for each candidate.
- **Non-unanimous decision** – considered by the President's office as having any NO vote at any single or multiple level of review. Requires submission to UT System of full dossier for each candidate.

Part B

Reviews of 2022 Recommendations for Promotion and Tenure

Promotion to Assistant Professor		Years In Rank		
College	# Recommended	Average	Lowest	Highest
Dentistry	0			
Health Prof	2	4.5	3	6
Medicine	13	3.4	2	7
Nursing	0			
Pharmacy	0			
Overall	15	3.6	2	7

Promotion to Associate Professor		Years in Rank		
College	# Recommended	Average	Lowest	Highest
Dentistry	5	14.9	4.5	44
Health Prof	5	6	5	8
Medicine	40	6	3	14
Nursing	1	10	10	10
Pharmacy	1	6	6	6
Overall	52	6.9	3	44

Promotion to Professor		Years In Rank		
College	# Recommended	Average	Lowest	Highest
Dentistry	2	5	3	7
Health Prof	1	10	10	10
Medicine	14	6.9	3	14
Nursing	0			
Pharmacy	0			
Overall	17	6.8	3	14

Promotions NOT Recommended		Years in Rank			Recommendations			
College	#NOT Recommended	Average	Lowest	Highest	Dpt comm	Chair	College comm	Dean
Dentistry	0							
Health Prof	0							
Medicine	1	2	2	2	Y	Y	N	N
Nursing	0							
Pharmacy	0							
Overall	1	2	2	2				

Tenure Recommendations		Rank@ Recommendation			Recommended for simultaneous promotion
College	# Recommended	Assistant Prof	Associate Prof	Prof	
Dentistry	0	0	0	0	0
Health Prof	1	1	0	0	1
Medicine	7	1	2	4	1
Nursing	0	0	0	0	0
Pharmacy	1	0	1	0	0
Overall	9	2	3	4	2

NOTE: There were no negative tenure recommendations at the Chancellor's level or above in 2022

Expedited & Early Tenure Recommendations			# Requested >1 year prior to end of maximum	#Requested Within 2 years of arrival at UTHSC
College	Total# Recommended	#Expedited Requests		
Dentistry	0	0	0	0
Health Prof	0	0	0	0
Medicine	3	0	3	3
Nursing	0	0	0	0
Pharmacy	1	0	1	0
Overall	4	0	4	3

UTHSC 2022 Debrief of Recent Promotion and Tenure Cycles

Tenure Recommendations	2021-2022	2020-2021	2019-2020	2017-2018	2017-2018	2016-2017	2015-2016
Positive Recommendations	9	10	9	17	21	21	15
Negative Recommendations	0	0	0	0	0	0	0
Total Recommendations for Tenure	9^h	10^g	9^f	17^e	21^d	21	15

Promotion Recommendations	2021-2022	2020-2021	2019-2020	2018-2019	2017-2018	2016-2017	2015-2016
Assistant Professor	15	9	20	14	13	16	14
Associate Professor	52	47	53	58	34	47	29
Professor	17	31	27	24	26	23	14
Total Recommendations for Promotion	84	87	100	96	73	86	57

Negative Promotion Recommendations	2021-2022	2020-2021	2019-2020	2018-2019	2017-2018	2016-2017	2015-2016
Assistant Professor	1	1	3	0	2	0	0
Associate Professor	0	4	6	7	1	6	7
Professor	0	0	0	13	0	7	3
Total Negative Recommendations for Promotion	1	5	9	20	3	13	10

Years in Present Rank	2021-2022		2020-2021		2019-2020		2018-2019		2017-2018		2016-2017		2015-2016	
Recommendation	Range	Avg.	Range	Avg.	Range	Avg.	Range	Avg.	Range	Avg.	Range	Avg.	Range	Avg.
Positive Tenure	1-8	3.72	1 - 7	4.2	0 -12	5	2.6 - 5	5	0 - 6	3.4	0 - 7	3.5	1 – 8	4
Negative Tenure	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Positive Promotion	2-44	6.3	1-13	6	1 - 24.5	6	2 - 25	7	1 - 23	6.8	1 - 22	5.8	1 – 28	6.6
Negative Promotion	2-2	2	5.5 -14	9.9	8 - 17	12.5	2 - 19	8	4 - 11	8.3	3 - 24	8.5	1 - 21	8.5

Numbers of Faculty	2021-2022	2020-2021	2019-2020	2018-2019	2017-2018	2016-2017	2015-2016
# of unique faculty members recommended for P &/or T	88	87	101	99	87	79	67
# of faculty members simultaneously recommended for P & T	2 ^a	6 ^a	5 ^a	7 ^a	7 ^c	7 ^c	5 ^b

^a all recommended for both P&T

^b 4 recommended for both P&T, 1 recommended for tenure but not promotion

^c 6 recommended for both P&T, 1 recommended for tenure but not promotion

^d 7 of these were recommendations for expedited tenure

^e 3 recommendations for expedited tenure; 4 for early tenure

^f 1 recommended for expedited tenure; 2 for early tenure

^g 5 recommendation s for early tenure

^h 4 early tenure

Part C

Review of Issues In the 2021-2022 Recommendations

A. Specifics related to the errors in the letters of review

- Writer did not indicate tenure status - must be stated whether internal or external evaluator
- Writer did not indicate academic rank - must be stated whether internal or external evaluator
- No signature on letters - including letters from internal or external evaluators as well as departmental and college committees, department chairs, and deans
- Failure to ensure that all letter writers are of the required rank and, if needed, tenure status (tenure status is needed for all recommendations for tenure). NOTE: Emeritus faculty no longer hold tenure and, as such, cannot be counted as a recommendation from a tenured faculty member
- Writer mentioned one action (such as promotion to a rank) but failed to mention the other action under consideration (such as tenure) -for the letter to count for both, both actions must be mentioned - (*examples from letters of recommendation*)
- Sending forward letters from prior considerations that took place more than a year ago
- Writer did not clearly provide recommendation - merely provided a "review" of the candidate's credentials but did not make a + or - recommendation **or** did not clearly indicate promotion to which rank. These letters may NOT be counted as a letter of review; they serve as a summary of a candidate's qualifications. - (*examples from letters of recommendation*)
- Dean and Chair letters did not reference early tenure, non-unanimous tenure votes, early promotion, split decision, and/or dissenting comments. This is very important as these dossiers must be submitted to UT System
- Errors on college/department letters with incorrect faculty name listed
- Insufficient number of required letters submitted
- Writer not at an academic institution
- Letters not written on letterhead
- Insufficient description of determination of tenure and/or academic rank of external evaluators that conceptualize tenure and/or rank in different ways than UTHSC (such as NIH)
- Incorrect classification of internal versus external institution

Solicitation of Letters of Review (Faculty Handbook, Section 4.11.2.1: External Reviews):

- The solicitation of letters is expected to be handled by a single individual in a college- ***"the individual responsible for this process at the collegiate level."***
- A ***"standard form letter must be used for all candidate members within a college."***
- ***"All letters should be addressed to the individual responsible for this process at the collegiate level."***

Requirement for early tenure and early promotion:

Internal and external evaluator letters (signed and on letterhead) from the required number of Internal and external evaluators. Must include an explanation of how evaluators were selected as well as a copy of the letter used to solicit input (all letters received must be included),

B. Issues observed in Committee letters/materials (departmental as well as collegiate)

1. Departmental and/or collegiate committees not completing **or** not submitting the required metric scores for promotion
2. Unclear why there was no recommendation from a departmental P&T committee Must be a clear statement in the chair's letter if the department does not have a departmental P&T committee
3. Abstentions and/or recusals in voting not explained - from either the departmental or collegiate committee

Review of Issues In the 2021-2022 Recommendations

Voting Options Going Forward

- Yes - in support of the recommendation
- No - not in support of the recommendation
- Abstain/Recuse - a non-vote.
 - Abstain - a non-vote where the committee member chooses not to vote, which could be related to having insufficient information upon which to make an informed decision for a vote. An abstention may also be from someone who is a member of both the departmental and collegiate committees and properly abstains from one level of committee vote to vote on the other committee.
 - Recuse - a non-vote where the committee member is disqualifying himself or herself from voting on the grounds of having some type of personal involvement or conflict of interest.
- Ineligible - a non-vote that is typically entered when a committee member is not tenured and/or not of the correct rank for a given recommendation.

Letters summarizing discussion of the departmental and/or collegiate committees should provide language that supports the action/recommendation as well as language for not supporting the action/recommendation. A narrative such as "Committee members engaged in discussion about the area(s) of" can capture the range of discussion, including dissenting opinions, about a given recommendation for a candidate.

C. Promotion Metric Scores:

- Promotion metric scores are not an option. They are required for all promotions - regular, part-time, volunteer, and affiliate faculty.
- The Promotion Metric specifies that candidates are to provide details regarding their percent effort in each assigned mission area for each of the years since the last promotion. This can be accomplished using a simple table. Each row on the table would be a year in the evaluation period since the person has been in rank at UTHSC. The area of the mission would be in the table's columns. The percent effort assigned annually for each mission area would be included. Example:

Evaluation Period	Teaching	Research/scholarly activity	Clinical care	Service
2020				
2021				
Add as many rows as are necessary for the length of time in rank.				

- Both the Departmental Committee and the Collegiate Committee are required to provide a score on the promotion metric. Each committee member should independently derive a score during their review of the candidate's dossier and then, as a committee, should arrive at a single score.
- The department chair is also required to speak to the scores and should do so in the chair's letter of recommendation. As stated in the UTHSC Scoring System for Promotion:
 - *For each faculty member being considered for promotion, the department Chair must provide a letter of recommendation justifying the scores that are awarded and the promotion that is under consideration.*
- A single committee score from both committees is required to be submitted on Form 5.
- The metric score may be one aspect of the narrative supporting a positive or negative recommendation for promotion.
- There is contradictory guidance in the published material for the metric score. It says that a certain score is required for promotion but also says the metric score is not to be used as the sole determinant to support/not support a promotion recommendation. The expectation is:
 - If a lower metric score is determined but the recommendation for promotion is positive, the committee's letter should provide a rationale
 - If a higher metric score is determined but the recommendation for promotion is negative, the committee's letter should provide a rationale

D. Other Dossier Issues/Comments

- Many dossiers did not include the initial/reappointment letters nor the appropriate evaluations
- Mid-tenure probationary tenure track evaluations are required for those on tenure track and must include Form 2, chair letter and tenured departmental faculty committee meeting letter

- For faculty going up for early tenure and it's too early to have completed the review, a letter must be included stating why the mid-tenure review was not completed (per UT System)
- AFSA must know applicable Division-Director/Chief – 2022 revised Form 5
 - The division chief information is important to list here as we have difficulty determining the chiefs/directors; we must cc them on the letters re notifications at each level and the award letters.

Assorted statements from some letters of recommendation for promotion and/or tenure

“Dr. ___ has a good funding history, but would not be considered for tenure and promotion at the _____. The _____ has very high promotion standards and people who do not have their own R01 will not be considered for promotion. Despite that _____ would not meet the tenure and promotion criteria at the _____, I am impressed with ___ funding history and ___ has had sufficient funding to keep ___ active research program going.” (COM tenure)

This would not be considered a positive recommendation for tenure.

“At the _____ R01 Level Grant Funding is usually required for tenure and this would be the only deficiency.” (COM tenure)

This would not be considered a positive recommendation for tenure.

“There would be no hesitation for promotion if ___ were at _____.” (COM tenure and promotion – did not mention tenure)

This would only be considered a positive recommendation for promotion but NOT for tenure.

“Here at the _____, we would look favorably on ___ promotion to Associate Professor of _____. We typically evaluate tenure on a separate episode and without independent funding would not grant it at the Associate Professor level.” (COM tenure)

This would not be considered a positive recommendation for tenure.

When asked to make “a comment related to whether the applicant would be favorably considered for promotion to full _____ with tenure at your institution” one person noted: At _____ to be promoted to ___ with Tenure the faculty member needs to have evidence of extramural funding in addition to demonstrating a high likelihood of sustained future funding. Dr. _____’s application would be considered for promotion in the Clinician Educator track. In such track _____ would be easily promoted.” (COM tenure and promotion – note absence of comment about tenure)

This would not be considered a positive recommendation for tenure.

“___ CV clearly demonstrates that he is dedicated to teaching and clinical care but when reviewed from the perspective of the _____, we would not consider ___ promotion to full _____ at this time.” (COM tenure and promotion – note absence of comment about tenure)

This would not be considered a positive recommendation for tenure.

“I am a Senior Investigator at the National Institutes of Health (NIH). My position at the NIH is considered to be the equivalent of a tenured full professor at a university. (COM tenure)

This statement is important for those reviewers at institutions without traditional tenure/rank.

“The ___ document does not contain specific language regarding the level of contribution for a _____. However, in the cases I have reviewed for _____ in the past, I typically see more “first author” publications.” (COHP promotion)

Without any other positive statement of review, this would not be considered a positive recommendation for promotion.

“There are many strong factors to support promotion within a clinical professor line. In my previous and current institutions, more emphasis would be placed on first-author publications and presentations (even if they are not all peer-reviewed/juried) and national leadership positions. Additionally, other institutions provide clearer written guidance regarding “differences” in tenure-track and clinical-track promotion. Therefore, it is my estimation that ___ meets the spirit of promotion on the volume of ___ work. However, making a judgment regarding the quality of the work is more challenging under the guidance provided.” (COHP promotion)

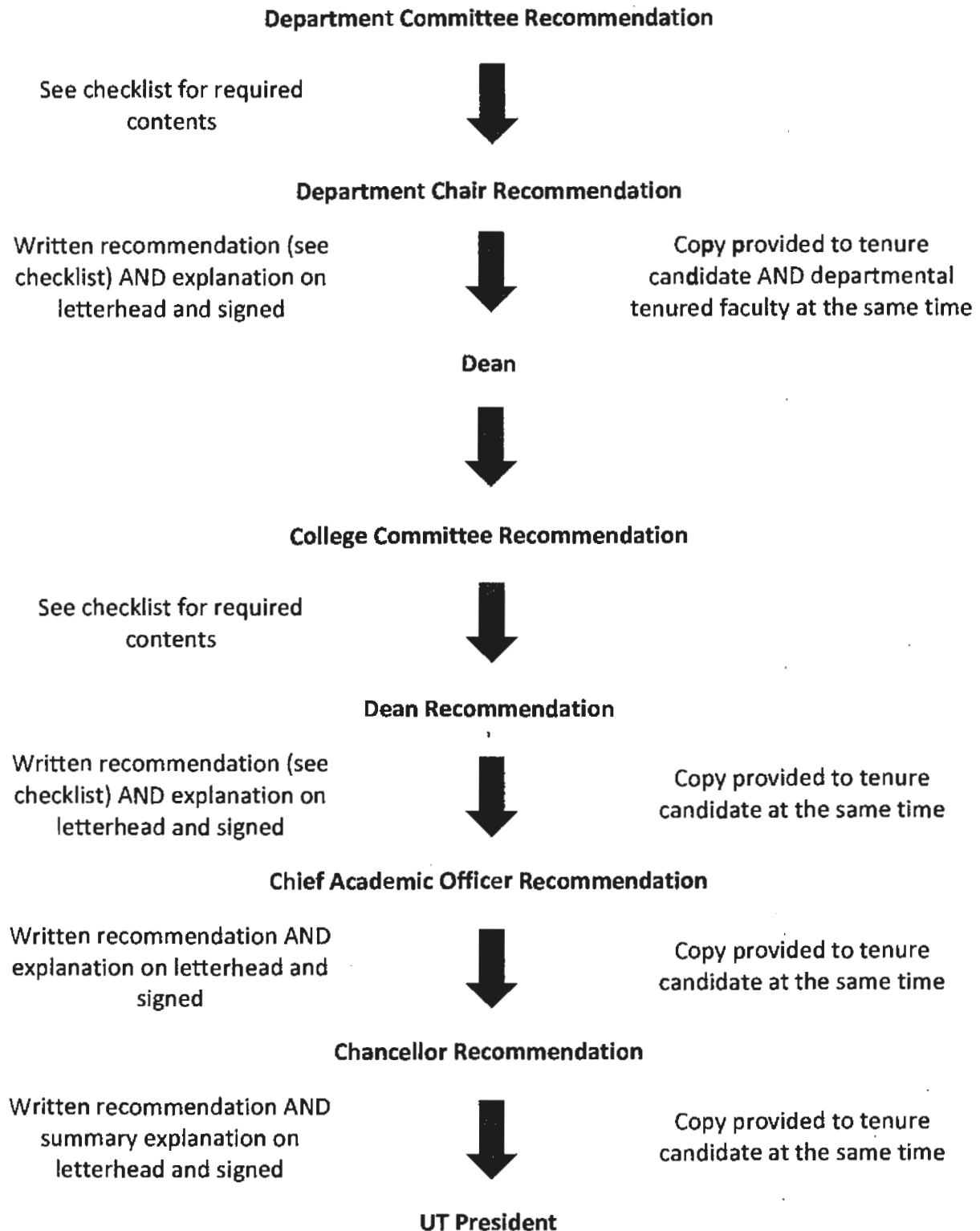
Without any other positive statement of review, this would not be considered a positive recommendation for promotion.

“I sit on the University Promotions and Tenure committee for my own institution. Based on the documentation that has been provided to me, as well as personal knowledge of ___ contributions to _____, I feel that Dr. _____ would be a solid candidate for Professor at my own institution if ___ were on the clinical track.” (COM promotion)

Unless the faculty member is on a clinical track, this would not be considered a positive recommendation for promotion.

Part D

**Flow Chart of
Final Probationary Review for Tenure
UTHSC Faculty Handbook Section 4.14.3.4**



Required Qualifications of Internal and External Evaluators by Proposed Promotion/Tenure Recommendations

1	2	3	5	6	7	
	Current Rank & Tenure Status	Proposed Promotion & Tenure Status	Rank of Letter Writer	Tenure Status of Letter Writer	Minimum Number of Letters by Location	
					Internal	External
A	Instructor, NTT	Assistant Prof., NTT	Assistant Professor Associate Professor Or Professor	Any tenure status	3	0
B	Instructor, TT	Assistant Prof., T		Tenured	2	3
C	Instructor, TT	Assistant Prof., TT		Any tenure status	3	0
D	Assistant Prof., NTT	Associate Prof., NTT	Associate Professor or Professor	Any tenure status	3	2
E	Assistant Prof., TT	Associate Prof., T		Tenured	2	3
F	Assistant Prof., TT	Associate Prof., TT		Any tenure status	2	3
G	Assistant Prof., T	Associate Prof., T		Tenured	2	3
H	Associate Prof., NTT	Prof., NTT	Professor	Any tenure status	2	3
I	Associate Prof., TT	Associate Prof., T		Tenured	2	3
J	Associate Prof., TT	Prof., T		Tenured	2	3
K	Associate Prof., TT	Prof., TT		Any tenure status	2	3
L	Associate Prof., T	Prof., T		Tenured	2	3
M	Prof., TT	Prof., T	Professor	Tenured	2	3
N	Volunteer/Affiliate Instructor	Volunteer/Affiliate Assistant Prof.	Assistant Prof., Associate Prof., or Professor	Any tenure status	3	0
O	Volunteer/Affiliate Assistant Prof.	Volunteer/Affiliate Associate Prof.	Associate Professor or Professor	Any tenure status	3	2
P	Volunteer/Affiliate Associate Prof.	Volunteer/Affiliate Prof.	Professor	Any tenure status	2	3

NTT = non-tenure track | TT = tenure-track | T = tenured | Prof. = Professor

UTHSC's Peer Institutions

Posted online at

<https://uthsc.edu/institutional-effectiveness/peer-institutions.php>

Comparable Peer Institutions

University of Oklahoma Health Sciences Center

Medical University of South Carolina

University of Texas Health Science Center at San Antonio

Texas Tech University Health Science Center – Lubbock

University of Nebraska Medical Center

University of Arkansas for Medical Sciences

Louisiana State University Health Sciences Center - New Orleans

Aspirational Peer Institutions

University of Maryland – Baltimore

Oregon Health and Sciences University

University of Texas Health Science Center at Houston

UTHSC EARLY PROMOTION CHECKLIST

PART 1: Detailed Justification for Early Promotion Application	
<p>Detailed statement in letters from each of the following levels of review that justifies promotion consideration prior to the candidate serving the full time period in rank (four (4) years for Associate Professor and five (5) years for Professor). The detailed statement should clearly articulate how the candidate stands out among peers.</p> <ul style="list-style-type: none"> <input type="checkbox"/> statement from CAO <input type="checkbox"/> statement from Dean <input type="checkbox"/> statement from College P&T Committee <input type="checkbox"/> statement from Department Chair <input type="checkbox"/> statement from Department P&T Committee 	
PART 2: UT Employment Documentation	
<input type="checkbox"/>	Copy of the signed initial offer and appointment letter.
<input type="checkbox"/>	Copy of reappointment letters (if applicable: tenured faculty members do not received reappointment letters) while in current rank.
PART 3: Entire Dossier	
<input type="checkbox"/>	Chancellor letter (signed, on letterhead) recommending promotion.
<input type="checkbox"/>	CAO letter (signed, on letterhead) recommending early promotion. This letter must reflect findings resulting from a thoughtful and independent review of promotion materials at the CAO level.
<input type="checkbox"/>	Dean letter (signed, on letterhead) recommending early promotion. This letter must reflect findings resulting from a thoughtful and independent review of promotion materials at the Dean level. It must be a unique and specific letter for the individual that reflects an independent review. It may not merely state "I concur with the prior recommendations" (or any version of that statement).
<input type="checkbox"/>	College Committee (second-level) letter (signed, on letterhead) and associated voting sheet. Must include detailed explanation (with evidence) for the decision to recommend early promotion (including any reservations).
<input type="checkbox"/>	Department Chair letter (signed, on letterhead). This letter must include compelling reasons for consideration of early promotion (including credit for prior faculty rank at another institution). This letter must reflect findings resulting from a thoughtful and independent review of promotion materials.
<input type="checkbox"/>	Departmental Committee (first-level) letter (signed, on letterhead) and associated voting sheet. Must include detailed explanation (with evidence) for the decision to recommend early promotion (including any reservations).
<input type="checkbox"/>	Internal and external evaluator letters (signed and on letterhead) from the required number of internal and external evaluators. Must include an explanation of how evaluators were selected as well as a copy of the letter used to solicit input (all letters received must be included).
<input type="checkbox"/>	Candidate's statement(s) of teaching, research/creative and other scholarly activities, clinical care, and service/outreach (if required as a part of the dossier).
<input type="checkbox"/>	Candidate's self-evaluation/ assessment statement (if required as a part of the dossier).
<input type="checkbox"/>	Peer Evaluations of Teaching (all since being hired OR since last promotion).
<input type="checkbox"/>	Student Evaluations of Teaching (all since being hired OR since last promotion).
<input type="checkbox"/>	Miscellaneous Documents (e.g., responsibilities, expectations, campus documents, etc.).
PART 4: Copy of Candidate's Curriculum Vitae	
<input type="checkbox"/>	Curriculum Vitae , last updated in the current promotion cycle, and in UTHSC CV format.
PART 5: Other Evaluations	
<input type="checkbox"/>	Annual Evaluations (all since being hired OR since last promotion). Include Form 1, chief's/chair's narrative summary, faculty member's submitted materials for the evaluation, and the faculty member's optional response, if one was submitted.

UTHSC EARLY TENURE CHECKLIST

PART 1: Detailed Justification for Early Tenure Application	
Detailed statement in letters from each of the following levels of review that justifies tenure consideration prior to the candidate serving the full six-year probationary period . The detailed statement should clearly articulate how this candidate stands out among peers.	
<input type="checkbox"/> statement from CAO <input type="checkbox"/> statement from Dean <input type="checkbox"/> statement from College P&T Committee	<input type="checkbox"/> statement from Department Chair <input type="checkbox"/> statement from Department P&T Committee
PART 2: UT Employment Documentation	
<input type="checkbox"/>	Copy of the signed initial offer and appointment letter.
<input type="checkbox"/>	Copy of all reappointment letters since in tenure-track status.
PART 3: Entire Dossier	
<input type="checkbox"/>	Chancellor letter recommending early tenure (signed, on letterhead).
<input type="checkbox"/>	CAO letter recommending early tenure (signed, on letterhead). This letter must reflect findings resulting from a thoughtful and independent review of tenure materials at the CAO level.
<input type="checkbox"/>	Dean letter recommending early tenure (signed, on letterhead). This letter must reflect findings resulting from an thoughtful and independent review of tenure materials at the Dean level. It must be a unique and specific letter for the individual that reflects an independent review. It may not merely state "I concur with the prior recommendations" (or any version of that statement).
<input type="checkbox"/>	College Committee (second-level) letter (signed, on letterhead) and associated voting sheet. Must include detailed explanation (with evidence) for decision to recommend early tenure (including any reservations).
<input type="checkbox"/>	Department Chair letter (signed, on letterhead). This letter must include compelling reasons for consideration of early tenure (consistent with Board policy, candidates do not receive credit for prior work on tenure track at another institution). This letter must reflect findings resulting from a thoughtful and independent review of tenure materials.
<input type="checkbox"/>	Departmental Committee (first-level) letter (signed, on letterhead) and associated voting sheet. Must include detailed explanation (with evidence) for decision to recommend early tenure (including any reservations).
<input type="checkbox"/>	Internal and external evaluator letters (signed, on letterhead) from the required number of internal and external evaluators. Must include an explanation of how evaluators were selected as well as a copy of the letter used to solicit input (all letters received must be included).
<input type="checkbox"/>	Candidate's statement(s) of teaching, research/creative and other scholarly activities, clinical care, and service/outreach (if required as a part of the dossier).
<input type="checkbox"/>	Candidate's self-evaluation/ assessment statement (if required as a part of the dossier).
<input type="checkbox"/>	Peer Evaluations of Teaching (all since being hired).
<input type="checkbox"/>	Student Evaluations of Teaching (all since being hired).
<input type="checkbox"/>	Miscellaneous Documents (e.g., responsibilities, expectations, campus docs, etc.).
PART 4: Copy of Candidate's Curriculum Vitae	
<input type="checkbox"/>	Curriculum Vitae , last updated in the current tenure cycle, and in UTHSC CV format.
PART 5: Other Evaluations	
<input type="checkbox"/>	Annual Evaluations for all years of UT probationary period. Include Form 1, chief's/chair's narrative summary, faculty member's submitted materials for the evaluation, and the faculty member's optional response, if one was submitted.
<input type="checkbox"/>	Mandatory Interim Probationary Review for Tenure (Mid-Cycle Review) . Include all documents related to the mid-cycle review – departmental faculty report, chair's report, Form 2, and the faculty member's optional response, if one was submitted.

Reviewed July 16, 2021

PART 1: Detailed Justification for Tenure Upon Initial Appointment	
<input type="checkbox"/>	Detailed statement/letter (written by Provost/CAO, Dean, Department Chair/Head, and/or Director) justifying why consideration for tenure upon initial appointment was necessary for recruitment of this candidate.*
<input type="checkbox"/>	Documentation that the candidate holds tenure at their current institution.*
PART 2: Offer Letter or Appointment Letter	
<input type="checkbox"/>	Copy of the signed offer letter or appointment letter.
<input type="checkbox"/>	Copy of the original position description and/or position announcement.*
PART 3: Documentaion Associated with Review of Candidate for Tenure Upon Initial Appointment	
<input type="checkbox"/>	Chancellor letter recommending tenure upon initial appointment (signed).
<input type="checkbox"/>	Provost/CAO letter recommending tenure upon initial appointment (signed). This letter must reflect findings resulting from a thoughtful and independent review of tenure materials at the Provost/CAO level.
<input type="checkbox"/>	Dean letter recommending tenure upon initial appointment (signed). This letter must reflect findings resulting from a thoughtful and independent review of tenure materials at the Dean level.
<input type="checkbox"/>	College/School (second-level) Committee letter and associated voting sheet. Must included detailed explanation (with evidence) for the decision (including any reservations).
<input type="checkbox"/>	Department Chair/Head or Director letter (signed). This letter must reflect findings resulting from a thoughtful and independent review of tenure materials.
<input type="checkbox"/>	Departmental Committee letter and associated voting sheet. Must included detailed explanation (with evidence) for the decision (including any reservations).
<input type="checkbox"/>	Letters from external evaluators requested specifically for tenure upon initial appointment (signed and on letterhead).
<input type="checkbox"/>	Miscellaneous documents (e.g., responsibilities, expectations, campus documents, etc.).
PART 4: Copy of Candidate's Curriculum Vitae and Application Materials	
<input type="checkbox"/>	All application materials (application letter, recommendations, etc.).*
<input type="checkbox"/>	Complete (and current) curriculum vitae.*
PART 5: Additional Documentation Required	
<input type="checkbox"/>	Explanation of process used to confirm accuracy of information in the CV and application materials.
<input type="checkbox"/>	Explanation of the process used to confirm the candidate was tenured at their prior institution and that the candidate was not terminated involuntarily.
<input type="checkbox"/>	Date search was initiated and number of applicants for the position.
<input type="checkbox"/>	Documentation of the candidate's salary at their previous institution.

* Required for preliminary approval by UT President. Preliminary approval must be requested by the campus CAO; approval must be obtained **prior** to issuing an offer letter.

Updated July 1, 2021

Item	Area of Responsibility						
	Dept Comm	Dept Chair	Coll Comm	Coll Faculty Administrator	Dean	CAO	Chancellor
General							
Communication that goes to the next level requires letterhead and signature	X	X	X		X	X	X
All letters must be unique to each candidate, providing a narrative for each candidate - may not make a statement similar to "I've reviewed the recommendations being sent forward and I concur with them"		X			X	X	
Attestation of completion/accuracy of each packet (the Dean may sign this attestation or may delegate the responsibility to the collegiate faculty administrator- typically the FAWG Representative)				X	X		
Requirements for Letters from Departmental and College Committees for Tenure and/or Promotion Candidates							
Listing of all committee members - name, rank, tenure status	X		X				
Indication (by name) of any committee member not eligible to vote with reason for ineligibility noted	X		X				
Indication (by name) of any committee member voting to abstain/recuse with reason for abstention/recusal noted	X		X				
Total number of committee members attending	X		X				
Total number of committee members voting	X		X				
Total number of votes by category: Yes, No, Abstain/Recuse, Ineligible	X		X				
Statement as to whether or not committee chair votes	X		X				
Statement that all voting committee members were offered the opportunity to provide any specific information of the candidate's strengths or weaknesses	X		X				
Statement that the votes were cast anonymously	X		X				
Negative Votes for Tenure and/or Promotion							
Be prepared to provide further explanation / documentation for those receiving negative votes (reference definitions page and " <i>split decision</i> " and " <i>non-unanimous decision</i> "	X	X	X		X		
Promotion Metric Score							
Required for everyone, including all volunteer/affiliate faculty	X		X				
Candidate is to provide details regarding percent effort assigned to each mission area for each of the years since hire or last promotion		X					
Submission of single committee-determined score required - no need to submit each committee member's scores even though each committee member should independently derive a score	X		X				
For Tenure							
Provide further explanation for faculty who had greater than 6 years in present rank		X			X		
For Promotion - Acceptable Evidence for Credit for Time in Rank at Other Institutions							
Letters of recommendation for appointment at UTHSC are acceptable if the writer notes when the faculty member was hired and/or promoted at their prior institution. These letters must accompany the candidate's materials being sent forward to the CAO's office.		X					
Department chair's letter may state that the faculty member was in "x" rank at "x" institution for "x" years prior to starting at UTHSC		X					
Internal and External Letters of Review for Tenure and/or Promotion							
For all letters of recommendation submitted with dossier, list name, credentials, rank, tenure status, institution				X			
Provide indication of which letters are considered internal and external (use the definition in the 2018 Faculty Handbook, Section 4.11.2.1)				X			
Ensure letters include rank and/or tenure status of evaluator				X			
Ensure letters respond to the specific request (tenure and/or promotion)				X			

Item	Area of Responsibility						
	Dept Comm	Dept Chair	Coll Comm	Coll Faculty Administrator	Dean	CAO	Chancellor
Ensure letters are not solicited from evaluators who would be considered to hold any conflict of interest, as defined in the NIH definition of conflict of interest, or who would be in any professional or personal relationship with the candidate				X			
Ensure the minimum required number of letters are sent forth with the dossier				X			
When possible, external letters should be solicited from individuals at UTHSC's comparable or aspirational peer institutions or from an outside institution similar to UTHSC (e.g., academic health science center or research-intensive institution)				X			
Absence of Votes or Letters of Recommendation							
If there is no vote by a department committee, include narrative as to why there was no department vote		X					
If there is no recommendation by a department chair, include narrative as to why there is no chair letter					X		
Review the following specific checklists for additional items that are required							
UTHSC Tenure Upon Hire Checklist	X	X	X		X	X	X
UTHSC Early Tenure Checklist	X	X	X		X	X	X
UTHSC Early Promotion Checklist	X	X	X		X	X	X

Part E

2022-2023 SCHEDULE FOR PROMOTION AND TENURE PROCESS

August 2022: UTHSC Chief Academic Officer (CAO), also known as the Vice Chancellor for Academic, Faculty & Student Affairs, prepares and emails promotion and tenure instructions to Deans, Department Chairs and Directors.

August/September 2022: Departments initiate a defined process for reviewing each faculty member to be considered for promotion* and/or tenure. The process is established by each department in accord with the provisions of the UTHSC Faculty Handbook and University policies; each faculty member should be advised, in writing, that he or she is being evaluated and should be given an opportunity to submit information pertaining to the review of performance and future promise.

November 2022 - January 2023: Department chairs and directors prepare recommendations for promotion and awarding of tenure and forward them to the Dean. The due date for receipt of these recommendations will be made at the discretion of each college dean.

No later than January 6, 2023: Deans should notify the CAO of all candidates being considered for early tenure or early promotion.

No later than the end of February 2023 Deans should forward to the CAO any negative or controversial recommendations (forward earlier if possible), as extra time may be required for reviews at higher levels or for appeal by the faculty member.

No later than March 3, 2023: Departments should review budgets and their needs for non-tenure track faculty and submit a list of faculty members who may be recommended for nonrenewal to the CAO, 400 Hyman.

No later than March 6, 2023: Deans review the positive or noncontroversial recommendations for promotion and tenure and forward their final recommendations to the CAO, 400 Hyman Building.

No later than April 14, 2023: The CAO reviews recommendations and prepares a consolidated report for the Chancellor.

Before May 19, 2023: The consolidated recommendations for promotion and tenure approved by the Chancellor are forwarded to UT System. Dates may be adjusted by UT System.

- April 24, 2023: Early and Expedited Tenure Dossiers to UT System (based on the 2022 calendar)
- April 24, 2023: Voting Spreadsheets to UT System (based on the 2022 calendar)
- May 1, 2023: Split Decisions Files to UT System (based on the 2022 calendar)

June 2023: The President acts only on the Chancellor's positive recommendation for tenure. If the President concurs in the positive recommendation, he or she shall grant tenure if he or she is authorized to do so, and the Chancellor shall give the faculty member written notice of the effective date of tenure. If only the Board is authorized to grant tenure, the President shall submit the recommendation to grant tenure, and summary explanation for the recommendation, to the Board. The President reviews, acts on the list of promotions, and informs the UT Board of Trustees.

June 2023: The UT Board of Trustees acts on tenure recommendations that only the Board is authorized to grant at its June meeting. The Board is informed of the tenure and promotion recommendations that were approved by the President's office.

July 1, 2023, or soon thereafter, the Chancellor notifies faculty members of action taken by the President and by the UT Board of Trustees regarding approved promotions and awards of tenure.

* Important instructions, forms, and documentation for the promotion and tenure processes are located on the UTHSC CAO's website: <https://uthsc.edu/afsa/faculty-affairs/faculty-resources.php>

* This schedule applies to promotions for all faculty appointments including tenure, tenure track, non-tenure track (clinician educator, research, limited duration), part-time non-tenure track, primarily administrative, affiliated, and volunteer categories.

4.11.2.2 Peer Review of Teaching

Effective teaching supports the core mission of education at UTHSC. Appropriate evaluations of teaching effectiveness include, but are not limited to, those identified in Section 6.7.1 and Appendix J in the UTHSC Faculty Handbook. Programs to develop, expand and update faculty teaching skills and peer review of teaching performance are important mechanisms for enhancing the quality of faculty members' teaching, as well as for assessing and evaluating faculty members' performance in preparation for considerations of awarding tenure, promotion, or for other enhanced reviews.

Peer review of teaching is required for all tenure candidates. This requirement applies to tenure candidates who will be reviewed in the tenure review cycle ending June 2020. A minimum of two peer reviews of teaching in the faculty member's primary teaching setting are required for every tenure track faculty member, typically during the second and fourth years of the probationary period (with the setting, representative of the faculty member's teaching responsibilities, to be determined by the department chair in consultation with the faculty member). The peer review required for tenure track faculty members must include observation of teaching, irrespective of the subject being taught, the mode of course delivery (i.e., face-to-face, online, hybrid), and the instructional method (i.e., lecture, lab, seminar, research, clinical, independent study), as well as the other activities related to the assessment of teaching (e.g., teaching materials, syllabi, assessment methods, and learning outcomes). The peer review assessment should be submitted as part of the faculty member's next annual review. Should the initial peer review of teaching indicate the need for improvement, a formal improvement plan must be developed as part of the next annual review.

College plans for achieving the above faculty development and accountability goals must be submitted to the chief academic officer for review and approval. The approved plan shall be included in the college bylaws. The plan should be developed through a collaborative process between faculty members and administrators and should address the materials to be reviewed, the selection, training and role of the peer reviewers, the communication and use of the peer review assessment, minimum requirements for peer review reports, the selection of faculty members for peer review of teaching, and other relevant items. Colleges may elect to require peer review of teaching for faculty members to be considered for promotion, post-tenure review, or other enhanced reviews. The college plan should include information on when peer review of teaching will be an option or required beyond the requirement for tenure track faculty.

In addition to peer review of teaching prescribed in college plans, a faculty member may request that the department chair initiate a peer review of his or her own teaching at any time. The department chair may also request that peer review of teaching be conducted based on a determination that there is an issue with the faculty member's teaching performance; in such a case, the department chair shall provide a written rationale for additional peer review to the faculty member and the dean. The dean will make the final determination.

Any faculty member who feels aggrieved by the peer review of teaching as applied to him or her may appeal through the provisions of Section 7.

NOTE: The 2 bolded sentences in the second paragraph were the original text of Section 4.11.2.2. The remaining text was approved by the Board of Trustees at their March 2019 meeting. The entirety of this text will be included in the next Faculty Handbook update.

Source Document: August 2018 UTHSC Faculty Handbook - last edited to insert Peer Review of Teaching Language 1/31/19