

Department of Health & Human Performance

Promotion and Tenure Committee Policies and Procedures

In accordance with the UH Faculty Handbook (available from: <http://www.uh.edu/faculty-staff/index.php>), the following paragraphs detail the policies and procedures used to evaluate candidates for promotion and tenure in the Department of Health & Human Performance (HHP).

University Policies

1. The University of Houston promotion and tenure policies follow principles delineated by the American Association of University Professors (<http://www.aaup.org/aaup>).
2. Tenure is awarded by the Chancellor of the University of Houston System and President of the University Houston, upon the recommendation of the Provost, under the authority delegated by the Board of Regents and upon the basis of recommendations initiated by the departments and reviewed carefully by the colleges, the University Promotion and Tenure Committee, and the Provost.
3. Tenure and promotion awards result from a series of peer assessments of the candidate's record of academic achievement and peer estimations of the candidate's potential for sustained future achievement.
 - a. For HHP tenure-track faculty candidates, the HHP Promotion and Tenure (P&T) Committee performs the initial, department-level review of the candidate's portfolio. Following this, the College of Liberal Arts and Social Sciences (CLASS) P&T Committee performs a college-level review, and the University P&T Committee performs a university-level review. The HHP Department Chair and the CLASS Dean also contribute to the Provost's recommendation with separate, independent reviews.
 - b. For HHP clinical faculty candidates, the HHP P&T Committee performs a department-level review of the candidate's portfolio and submits their recommendation to the Dean of the College, who then conducts a second, independent review. These two reviews contribute to the Provost's decision.
4. Each year the Provost updates the University's Promotion and Tenure Guidelines as well as the University's Promotion and Tenure Review Schedule. The most recent versions of these documents can be downloaded from the Provost's website (http://www.uh.edu/provost/fac/prom_ten.html).
5. The university employs an electronic, on-line promotion and tenure review system administered through a SharePoint site (<https://share.uh.edu/pandt>). Candidate portfolios are constructed within this system, P&T committees and administrators review these materials on-line, and recommendations at each level are appended to the portfolio for review by the succeeding levels.

Departmental Policies

1. Tenure and promotion recommendations for HHP tenure-track faculty members are based on a peer evaluation of the evidence of excellence to date presented by the candidate for teaching, research, and service, the letters from external reviewers, and a subjective estimation of the candidate's potential for sustained future achievement.
 - a. Tenure awards may be recommended for tenure-track HHP faculty members upon the successful completion of a probationary period in the HHP Department. Tenure awards imply a high degree of confidence in the continuation and enhancement of this performance for the benefit of the University.
 - b. An affirmative tenure recommendation represents a positive judgment that the individual has and will continue to contribute to the development of excellence in the academic programs of the

HHP Department.

- c. An affirmative promotion recommendation represents a positive judgment that the individual has achieved the sustained performance and substantive contributions associated with the new rank.
2. Promotion recommendations for HHP clinical faculty members are based on a peer evaluation of the evidence of excellence to date presented by the candidate in each area of performance stipulated in the candidate's appointment letter, reappointment letter, and/or annual review.
 - a. An affirmative promotion decision represents a positive judgment that the individual has achieved the sustained performance and substantive contributions associated with the new rank.

HHP Departmental Procedures

1. Upon arrival at UH, new HHP faculty members are advised by the Department Chair to:
 - a. Obtain and review applicable tenure and promotion documents from the Provost's Office website (<http://www.uh.edu/provost/fac/fac-guidelines-docs-forms/prom-ten/index.php>) as well as the College and Department websites, and
 - b. Collect and maintain copies and records of all materials applicable to documenting their accomplishments in teaching, scholarship, and service for use in compiling their tenure and promotion review portfolios.
2. The annual tenure and promotion review cycle begins late in each spring semester:
 - a. Each spring, the HHP Department Chair and the CLASS Dean will review faculty appointment letters and inform all eligible faculty members that their applications will be considered during the coming cycle.
 - b. By May 1, the Provost's Office will post the guidelines and schedules for the coming annual review cycle on the Provost's website (http://www.uh.edu/provost/fac/prom_ten.html).
 - i. Faculty members applying for tenure and/or promotion in that cycle should obtain and read those procedures carefully.
 - ii. Those faculty members should also attend one of the promotion and tenure SharePoint site training sessions offered in the spring semester (schedule available from the Provost's website).
 - c. During the summer, the Chair will solicit letters from outside professional peers evaluating the quality and impact of the candidate's scholarly and professional work. Also, the candidate will upload all required review materials to the SharePoint website.
 - d. At the beginning of the fall semester, the Department Chair will inform the HHP Promotion & Tenure (P&T) Committee of the candidates to be reviewed during the current cycle and the schedule for completing the departmental review. Tenure and promotion reviews are generally scheduled for the fall semester, while pre-tenure reviews are generally scheduled for the spring semester.

HHP P&T Committee Procedures

1. The HHP P&T Committee is composed of all tenured faculty members in the department. However, no faculty member may vote or discuss a candidate's application at more than one level in an annual cycle. Those tenured HHP faculty members who are also appointed to the CLASS P&T Committee in a particular annual review cycle should continue to participate in the departmental review, as they are precluded (by CLASS Bylaws) from discussing or voting on any HHP candidate at the college level. However, those appointed to the University P&T Committee in a particular annual cycle should not participate in the departmental review so that they can freely discuss and vote at the University level.

2. At the beginning of the fall semester, the committee will convene, select a chair, and establish a meeting schedule designed to complete all required reviews within the time allotted by the Provost's schedule and meeting any additional schedule constraints levied by the department chair.
3. Except under extraordinary circumstances, which must be approved in advance by the entire committee, all committee members must participate in all scheduled meetings. Furthermore, all committee members are required to carefully review each candidate's portfolio prior to any discussion of that candidate's application.
4. The committee's review of a particular candidate's application will generally be completed in a single face-to-face meeting; however, if the committee requires clarification or additional supporting evidence, additional meetings may be required. All comments and opinions expressed during discussions of a candidate and any recommendations from the committee (or rebuttals from the candidate) shall be considered privileged information, held in strict confidence among those in attendance.
 - a. Following a thorough discussion of the candidate's strengths and weaknesses by all present, the committee will vote on that candidate's application. Such votes are normally by secret ballot, but this rule may be suspended by positive assent of all present.
 - b. The committee will then appoint a member to formulate a letter communicating the committee's recommendation to the Department Chair as well as to the subsequent reviewers at the college and university levels. This letter will normally include:
 - A statement of the candidate's name and purpose of the evaluation,
 - A summary of the candidate's background and experience,
 - A summary of the evidence identified by the committee for candidate's strengths and weaknesses in each of the primary review areas (usually teaching, scholarship, and service),
 - A consensus assessment of the candidate's future potential,
 - Any other information considered pertinent to the subsequent evaluators,
 - A tally of the final committee vote (for, against, abstain), and
 - Signatures, as well as name and rank, of all voting members.
 - This report shall not reveal the identity of any external reviewers.
5. A draft of the recommendation letter (often without signatures) is usually provided to the candidate for review, and a reasonable period (usually 3-5 days) is allowed for the candidate to respond, in writing, if desired. Any response from the candidate is limited strictly to providing new information pertinent to the recommendation or to rebut any factual or procedural errors.
6. The committee may convene as often as necessary before or after a response from the candidate to debate the final wording of the recommendation letter.
7. The final, signed letter will be transmitted to the Department Chair and uploaded to the SharePoint site for use by all other reviewers at the college and university levels.

Criteria and Standards for Promotion and Tenure

University Criteria

The basic criteria and standards of the University of Houston reflect a commitment to academic excellence. It is the expectation that faculty members shall meet the highest standards of their disciplines within the domains of teaching, scholarship, and service. Specifically, candidates for promotion are to demonstrate their effectiveness as teachers and that they have advanced knowledge or creativity in their respective disciplines or have made significant creative contributions in their academic areas. This should be substantiated by appropriate publications, reviewed presentations or other appropriate publicly available communications. Service may involve contributions to departmental and college efforts, to

campus-wide activities or to external professional organizations.

Promotion to associate professor with tenure requires that faculty members have made high quality contributions to knowledge as a result of their scholarly and/or creative achievements, that they are effective teachers, and they have demonstrated an appropriate level of service. Peers in the department and/or college conduct evaluations of the candidates' portfolios with input from external reviewers who have not previously collaborated with the candidates. These evaluations must find that the candidate has demonstrated a commitment to academic excellence and that there is reasonable expectation that the candidate will meet the standard for promotion to professor in due course.

Promotion to professor requires significant contributions to the candidate's field that have had a scholarly or creative impact beyond the university. The application portfolio will document a record of accomplishments in scholarship/creativity, teaching, and service responsibilities that are distinguished by quality and significance over time.

HHP Criteria

The HHP P&T Committee is responsible applying the criteria and standards for promotion and tenure consistent with prevailing standards of excellence in the disciplines of the department. In reviewing candidate applications for promotion and tenure, the P&T Committee shall keep in mind that (a) individual faculty members often have unequal strengths in different areas, (b) differential patterns of strengths among different faculty members can add substantially to the pluralism and vitality of the department, (c) scholarly productivity and national reputation contribute most directly to the university's research mission and goals of excellence; and (d) such accomplishments often must be achieved by individual faculty members without substantial departmental resources or programmatic support.

Pre-Tenure Reviews of Tenure-Track Assistant Professors

1. A full pre-tenure review normally occurs in the tenure-track assistant professor's third year.
2. Candidates are responsible for the timely submission of promotion and tenure materials consistent with the criteria of the HHP Department, the College, and the University.
3. The HHP P&T Committee will conduct a comprehensive review of the candidate's record of excellence in (a) scholarship, (b) teaching, and (c) service for the purpose of assessing progress toward tenure.
4. Assessment criteria will be the similar to those listed below for Tenure and Promotion to Associate Professor; however, no external reviews will be solicited for pre-tenure reviews.
5. The outcome of this review will include an assessment of the candidate's current trajectory as well as recommendations to aid the candidate in achieving success at the mandatory tenure review. This recommendation letter will be forwarded to the Department Chair and the CLASS Dean. It will also be placed in the candidate's personnel file.

Procedures and Criteria for Tenure and Promotion to Associate Professor

1. Mandatory review for tenure and promotion to Associate Professor, which normally occur together, will take place no later than the sixth year of a tenure-track assistant professor's appointment, unless the candidate has received an extension of the probationary period under the provisions of the University of Houston Faculty Handbook.
2. Candidates are responsible for the timely submission of tenure and promotion materials consistent with the criteria of the Department, the College, and the University.
3. Additionally, the HHP Department Chair is responsible for soliciting four to six external reviews of the candidate's materials from well-qualified senior scholars. To the extent allowed by law, external

reviews will be treated as confidential and are intended to be read only by the reviewing committees and university administrators involved in the review process.

4. Successful candidates for tenure and promotion to Associate Professor in HHP shall demonstrate excellence in (a) scholarship, (b) teaching, and (c) service. Tenure shall be awarded based on the candidate's serious and significant contributions in scholarship, the achievement of a national reputation in the candidate's field, and the expectation of continued excellence in these areas throughout the candidate's career.
5. **The most important criterion** for awarding tenure and promotion to the rank of Associate Professor in the HHP Department is a demonstrated record of independent, high quality scholarship, with promise of continued development and an indication of national impact. This is generally assessed in terms of the number and quality of peer-reviewed publications, books/book chapters, presentations at national and international meetings, invited lectures, and external research support. Extramural letters are important to this aspect of the evaluation.
 - a. Key indicators of high quality scholarship in most HHP disciplines are the candidate's records of published peer reviewed journal articles and external research awards.
 - i. The number of published (or accepted) peer-reviewed research articles, the quality (e.g., impact factor) and reputation within the disciplines of the journals in which the articles appear, the position of the candidate on the author list (first, last and/or corresponding are often most prestigious), and the numbers of citations received by the articles are all measures of quality that will be considered. While no specific quantitative standards are applied, successful candidates will typically have published 10-20 articles peer-reviewed journals, with the candidate listed as first and or corresponding author a majority.
 - ii. The number of externally funded research projects received, the total direct (and indirect) costs received (or approved), the competitiveness of the agency (Federal—NIH, NSF, NASA, DOD are usually more competitive than private, corporate, or local), the candidate's role in the project (principal investigator is most prestigious, followed by co-investigator then other roles) are all measures of quality that will be considered. While no specific quantitative standards are applied, successful candidates will typically have received at least one, non-mentored, competitively awarded, external grant with the candidate serving as the Principal Investigator.
 - b. Key indicators of independence in most HHP disciplines include single-author or corresponding author publications in peer-reviewed journals, invited reviews in peer-reviewed journals, invited lectures at national or international meetings, and serving as Principal Investigator on non-mentored research awards.
6. **The second most important criterion** for awarding tenure and promotion to the rank of Associate Professor in the HHP Department is a demonstrated record of high quality teaching, including evidence of skill, imagination, and the ability to attract and excite students. This is generally assessed by the impact of the courses taught, the amount of effort required to teach these courses the innovative use of new techniques and/or technologies, and the numbers and progress of students mentored. Key indicators vary somewhat with the level (undergraduate vs. graduate), graduate program (research vs. professional), and quantity of the teaching responsibilities assigned.
 - a. For undergraduate course assignments, which often draw relatively large numbers of students, impact is often assessed by the number of courses, the course levels, the numbers of students, the innovative uses of new techniques and/or technologies, and the amount of effort required to teach these courses, while quality is often assessed by student evaluations and student letters.
 - b. For graduate course assignments, which often draw relatively small numbers of students in focused areas and are frequently team-taught, impact can be assessed by the number of courses participated in, the role of participation (coursed developer/coordinator weighted more highly

than course lecturer), and the amount of time commitment to that participation, while quality is more difficult to assess, but student evaluations, letters, and testimonials usually play a role in the assessment.

- c. For all tenure-track faculty members in the HHP Department, student mentoring is an important component of teaching. Key indicators of successful mentoring include numbers of undergraduate and graduate students mentored, number of internal (PURS, SURF, Departmental) awards received by mentored students, number of undergraduate Honors theses supervised, numbers of external graduate fellowships obtained, progress of students toward degrees, etc. While no specific quantitative standards are applied, successful candidates will have successfully mentored two or more MS or PhD students to completion and/or served as faculty advisor to multiple M.A. or M.Ed. students.
 - d. Normal teaching load in the HHP Department is two courses per semester. For those faculty members assigned lighter loads (e.g., for administrative reasons or by “buying-down” teaching responsibilities with research funds), more emphasis will be placed on the evidence of quality than quantity for teaching, but higher expectations will be applied to the candidate’s accomplishments in the other areas (e.g., service or research, respectively, for the previous examples).
7. **The final criterion** for awarding tenure and promotion to the rank of Associate Professor in the HHP department is a demonstrated record of professional service of high quality and recognized value within the University and the larger professional community. This is generally assessed by contributions, and/or efforts expended in departmental, college, and/or university committees, activities and/or operations, local, regional, and state organizations, professional organizations, and/or community organizations. This criterion is weighted somewhat lower than the other two (scholarship and teaching) in evaluating candidates for tenure and promotion to Associate Professor, as the early establishment of excellent research and teaching credentials are thought to be critical to the long-term success of an HHP faculty member. Candidates’ portfolios must show evidence of substantive contributions to serving the greater community; however, excessive service commitments will not substitute for deficient records of scholarship and/or teaching.
 8. Only tenured faculty in the HHP Department may vote on granting tenure and promoting the candidate to Associate Professor in the Department. All deliberations are conducted in confidence. The Committee shall provide a written report evaluating the candidate’s scholarship, teaching, and service, including a recommendation based on the majority of votes cast. The report shall not reveal the identity of the external reviewers. A copy of this report shall be made available to the candidate before submission to afford the candidate an opportunity to provide new information pertinent to the recommendation or to rebut any factual or procedural errors before the report is finalized. The final report will be submitted to the Department Chair and College Tenure and Promotion Committee for review as part of the candidate’s portfolio.

Procedures and Criteria for Promotion to Professor

1. Promotion to (full) Professor does not follow a mandatory schedule, but often occurs six to ten years after promotion to Associate Professor. Candidates may apply when they feel their achievements have met the department, college, and university criteria for this rank. This is usually decided after discussions with the department Chair, the P&T committee chair, and other full professors in the department.
2. Candidates for promotion to Professor are responsible for the timely submission of promotion materials consistent with the criteria of the Department, the College, and the University.
3. Additionally, the HHP Department Chair shall solicit four to six external reviews of the candidate’s materials from well-qualified senior scholars. To the extent allowed by law, external reviews will be treated as confidential and are intended to be read only by the reviewing committees and university

administrators involved in the review process.

4. Successful candidates for promotion to Professor shall demonstrate continued excellence in (a) scholarship, (b) teaching, and (c) service to the university, community, and/or profession. The promotion to Professor shall be based on the candidate's serious and significant contributions in scholarship, the achievement of an international reputation in his or her field, and the expectation of continued excellence in these areas throughout the candidate's career. Balance across all three areas is an important indicator of readiness for promotion to Professor.
5. **The first criterion** for awarding promotion to the rank of Professor in the HHP Department is a sustained record of independent, high quality scholarship, with international recognition of impact by acknowledged experts in the candidate's field. This is generally assessed in terms of the number and quality of peer-reviewed publications, books/book chapters, presentations at national and international meetings, invited lectures, and external research support. Extramural letters are very important to this aspect of the evaluation.
 - a. Key indicators of high quality scholarship in most HHP disciplines are the candidate's records of published peer reviewed journal articles and external research awards.
 - i. The number of published (or accepted) peer-reviewed research articles, the quality (e.g., impact factor) and reputation within the disciplines of the journals in which the articles appear, the position of the candidate on the author list (first, last and/or corresponding are often most prestigious), and the numbers of citations received by the articles are all measures of quality that will be considered. While no specific quantitative standards are applied, successful candidates will typically have published 40-60 articles peer-reviewed journals, with the candidate listed as first and or corresponding author a majority.
 - ii. The number of externally funded research projects received and/or renewed, the total direct (and indirect) costs received (or approved), the competitiveness of the agency (Federal—NIH, NSF, NASA, DOD are usually more competitive than private, corporate, or local), the candidate's role in the project (principal investigator is most prestigious, followed by co-investigator then other roles) are all measures of quality that will be considered. While no specific quantitative standards are applied, successful candidates will typically have received multiple, competitively awarded, external grants from federal agencies with the candidate serving as the Principal Investigator.
6. **The second criterion** for awarding promotion to the rank of Professor in the HHP Department is a sustained record of record of high quality teaching, including evidence of skill, imagination, and the ability to attract and motivate students. This is generally assessed by the impact of the courses taught, the amount of effort required to teach these courses the innovative use of new techniques and/or technologies, and the numbers and progress of students mentored. Key indicators vary somewhat with the level (undergraduate vs. graduate), graduate program (research vs. professional), and quantity of the teaching responsibilities assigned.
 - a. For undergraduate course assignments, which often draw relatively large numbers of students, impact is often assessed by the number of courses, the course levels, the numbers of students, the innovative uses of new techniques and/or technologies, and the amount of effort required to teach these courses, while quality is often assessed by student evaluations and student letters.
 - b. For graduate course assignments, which often draw relatively small numbers of students in focused areas and are frequently team-taught, impact can be assessed by the number of courses participated in, the role of participation (course developer/coordinator weighted more highly than course lecturer), and the amount of time commitment to that participation, while quality is more difficult to assess, but student evaluations, letters, and testimonials usually play a role in the assessment.
 - c. For all tenure-track faculty members in the HHP Department, student mentoring is an important

component of teaching. Key indicators of successful mentoring include numbers of undergraduate and graduate students mentored, number of internal (PURS, SURF, Departmental) awards received by mentored students, number of undergraduate Honors theses supervised, numbers of external graduate fellowships obtained, progress of students toward degrees, etc. For full professors, the outcomes and successes of the students they've mentored become important indicators of success. While no specific quantitative standards are applied, successful candidates will have successfully mentored four or more PhD students to completion.

- d. Normal teaching load in the HHP Department is two courses per semester. For those faculty members assigned lighter loads (e.g., for administrative reasons or by "buying-down" teaching responsibilities with research funds), more emphasis will be placed on the evidence of quality than quantity for teaching, but higher expectations will be applied to the candidate's accomplishments in the other areas (e.g., service or research, respectively, for the previous examples).
7. **The third criterion** for awarding promotion to the rank of Professor in the HHP Department is a sustained record of professional service of high quality and recognized value within the University and the larger professional community. This is generally assessed by contributions, and/or efforts expended in departmental, college, and/or university committees, activities and/or operations, local, regional, and state organizations, professional organizations, and/or community organizations. This criterion is weighted somewhat higher for candidates applying for promotion to Professor than for those applying for tenure and promotion to Associate Professor. In particular candidates' portfolios should demonstrate a sustained commitment to both participation and leadership in university, professional and/or community organizations related to their scientific expertise.
8. Only tenured (full) Professors in the HHP Department may review the candidate's portfolio and vote on the candidate's promotion to Professor in the Department. All deliberations are conducted in confidence. In the event that there are fewer than three full professors eligible to undertake the Committee review, additional full professors will be named to the Committee by the Dean in consultation with the Department Chair. The Committee shall provide a written report evaluating the candidate's scholarship, teaching, and service, including a recommendation based on the majority of votes cast. The report shall not reveal the identity of the external reviewers. A copy of this report shall be made available to the candidate at least seven calendar days before submission to the Department Chair and College Tenure and Promotion Committee for review as part of the candidate's portfolio. The candidate shall have an opportunity to provide new information pertinent to the recommendation or to rebut any factual or procedural errors prior to formal submission of the committee's recommendation.

Procedures and Criteria for Promotion of Clinical Faculty

1. Promotion to Clinical Associate Professor or Clinical Professor does not follow a mandatory schedule, but often parallels the schedule for equivalent rank promotions of tenure-track faculty. Candidates may apply when they feel their achievements have met the department and college criteria for this rank. This is usually decided after discussions with the department Chair, the P&T committee chair, and/or other professors in the department.
2. Candidates are responsible for the timely submission of promotion and tenure materials consistent with the criteria of the HHP Department, the College, and the University.
3. The HHP P&T Committee will conduct a comprehensive review of the record of excellence to date presented by the candidate in each area of performance stipulated in the candidate's appointment letter, reappointment letter, and/or annual review. As there are rarely any scholarly activities assigned to HHP Clinical faculty members, promotions are generally based on the candidate's serious and significant contributions in teaching and service.
4. Assessment criteria in the areas of review will be similar to those listed above for promotions of HHP

tenure-track faculty to equivalent rank. No external reviews will be solicited for Clinical faculty members.

5. Only tenured faculty members in the HHP Department may review the candidate's portfolio and vote on the candidate's promotion to Clinical Associate Professor in the department, and only tenured Professors in the HHP Department may review the candidate's portfolio and vote on the candidate's promotion to Clinical Professor in the department. All deliberations are conducted in confidence. In the event that there are fewer than three full professors eligible to undertake a Committee review for Clinical Professor, additional full professors will be named to the Committee by the Dean in consultation with the Department Chair. The Committee shall provide a written report evaluating the candidate's accomplishments in the areas of review, including a recommendation based on the majority of votes cast. A copy of this report shall be made available to the candidate at least seven calendar days before submission to the HHP Department Chair and the CLASS Dean. The candidate shall have an opportunity to provide new information pertinent to the recommendation or to rebut any factual or procedural errors prior to formal submission of the committee's recommendation.

Reconsideration of Tenure and Promotion Decisions

1. In cases of a negative recommendation, candidates for tenure and/or promotion to Associate Professor or for promotion to Full Professor are entitled to a reconsideration of the decisions of the Committee. Reconsiderations are limited to errors of fact and procedure. Other avenues of appeal may be available pursuant to department and/or college bylaws.
2. The Committee shall provide the candidate with a written draft of its recommendation no less than seven calendar days before submitting it to the Department Chair. No later than five calendar days thereafter, the candidate must provide to the Committee in writing any new evidence or evidence to rebut statements made.
3. Should the candidate request a meeting to present this new evidence to the Committee it must be scheduled to occur within the five-day period following receipt of the Committee recommendation. The candidate may invite another faculty colleague to provide information to the Committee, but must notify the Committee Chair of the name and qualifications of that person at least two calendar days prior to the scheduled meeting.
4. Candidates must be advised of a decision not to award tenure at least 12 months prior to the expiration of the probationary period. After the Provost's final decision, should the candidate believe that there were serious procedural violations that subsequent reviews failed to correct, the candidate may file a grievance.