

**University of Nebraska
College of Public Health
Promotion and Tenure Guidelines¹
2015-2016 Academic Year**

Section I: Introduction

The purpose of this document is to specify an application procedure for promotion and/or tenure, and to provide a set of standards and criteria upon which decisions for promotion and/or tenure can be based. This document applies only to faculty whose primary appointment is in the College of Public Health (COPH). According to the COPH bylaws, faculty with secondary COPH appointments, carry the academic rank of their primary appointment to the COPH.

The mission of the College of Public Health in a broad sense includes (1) education of health professions and graduate students, medical residents, other medical center personnel, practitioners of public health, and the public; (2) research programs designed to advance public health, medical and other scientific understanding of health and disease (including public health practice activities); and (3) public health-related and other service activities, including those to the community and the state.

The fulfillment of this mission demands excellence in three areas of professional emphasis: (1) teaching, (2) research and other scholarly activities (including public health practice), and (3) service (including administration) to the University (including all of its subunits), to peer professionals and to the public.

Whereas the College of Public Health expects its faculty to demonstrate overall excellence in all aspects of its mission, the College recognizes that few faculty members can perform equally in the areas of teaching, research and other scholarly activity (including public health practice), and service (including administration). Nonetheless, for promotion to associate professor, it is expected that significant achievement will be made in both teaching and research and competence demonstrated in service. For promotion to full professor, it is expected that the highest level of excellence will be achieved in either teaching or research, with continued achievement in the other area of emphasis.

The criteria provided in this document are guidelines. It is recognized that not all faculty will fit unified or predefined models and that each candidate will come forward with a unique blend of activities supporting, in different ratios, the three missions of the College of Public Health. Diversity in academic pursuits is expected and encouraged among faculty members. For this reason, criteria for promotion and/or tenure allow consideration of a variety of different professional areas of emphasis. The College and Department Chairs must use flexibility in evaluating candidates and may depart from the guidelines when necessary; however, reasons for making such departures must be documented and explained clearly. It is the primary responsibility of the candidate, through his or her written narrative(s), and the Chairperson

¹ The College of Public Health Promotion and Tenure Guidelines are based on the UNMC Guidelines for Submitting Academic Promotion and Tenure Recommendations. The College of Public Health Promotion and Tenure Guidelines relate specifically to College of Public Health academic faculty and are the guidelines utilized by the College of Public Health Promotions and Tenure Committee.

through his or her accompanying letter, to clearly define how the candidate contributes, in the chosen areas of emphasis, to the missions of the College of Public Health.

Section II: Selection of Areas of Emphasis

The Department Chair has a responsibility to assist every new faculty appointee in selecting major areas of emphasis. All faculty members need and deserve this counsel as part of their career development. It is recognized that circumstances may make change in professional emphasis necessary. However, this must be carefully considered because frequent deviations may delay achievement of a record of professional excellence.

Each new faculty member will select primary areas of emphasis by agreement with his or her Department Chair. This selection should be compatible with activities required to achieve the long term goal of promotion to full Professor. The primary areas of emphasis may be selected from teaching or research and other scholarly activities. Promotion requires a specific record of accomplishment in both teaching and research and other scholarly activities. Tenure requires a **sustained** record of accomplishment in both teaching and research and other scholarly activities. Promotion to full professor requires clear evidence of significant and lasting contributions to both teaching and research and other scholarly activities consistent with the mission of the college and national or international recognition for contributions to the discipline (see University of Nebraska Medical Center Guidelines for submitting academic promotion and tenure recommendations and Section IX of this document).

Section III: Areas of Emphasis Described

A. Teaching. This includes the ability to lead students to think purposefully and critically, to interest students in the broad problems of the subject under study, to exhibit teaching innovation, to construct reliable and valid instruments for the evaluation of teaching activities, to interpret the results of learning evaluations impartially, to maintain sound academic standards, and finally to foster professional attitudes within students. Teaching within the College of Public Health may include various formats such as lectures, laboratory interaction, small group instruction, development of instructional materials, or administrative activities such as course organization, development, and direction. Teaching also includes mentoring and supervision of graduate students (including mentoring and supervision of M.S. and Ph.D. students, and supervision of Master of Public Health [MPH] student capstone/service learning activities). Other aspects of teaching include supervision or mentoring of other faculty and health professionals (especially public health professionals). Recognition of outstanding performance as a teacher by peers and by students can be a powerful factor in the promotion and tenure evaluation process.

B. Research and Other Scholarly Activities. Research can broadly be described as a process of investigation or inquiry that leads to the acquisition of new knowledge. Scholarly activities should be interpreted broadly. Scholarly activity may include creative activity and investigation leading to new knowledge, the synthesis of new ideas, creative application of new knowledge and ideas to public health practice, writing textbooks and monographs, and the application of fundamental knowledge to research, technology transfer, software design, website design, or other activities related to information sciences, and the development of innovative teaching methods.

Successful acquisition of extramural funds through peer-reviewed or other mechanisms and publications of results in the peer-reviewed literature are most often used as indicators of the quantity and quality of research. These traditional measures will be given primary weighting. However, consistent with the core functions of public health, publication of research results in other venues, such as policy briefs and papers produced by research centers, reports to public health agencies (broadly defined to include administrative agencies in state and federal governments) are also evidence of research productivity.

Public Health Practice is the collection and analysis of identifiable health data by a public health authority for the purpose of protecting the health of a particular community, where the benefits and risks are primarily designed to accrue to the participating community. Public health practice activities are those associated with “developing, integrating and applying new knowledge to improve public health in the population, and practice in public health agencies and in community, medical, and other public health organizations” {Association of Schools of Public Health: Demonstrating Excellence in Academic Public health practice [unpublished report], June 1999}). **Academic public health practice** includes collaborations with national, state or local health agencies to help assess a current public health problem, or plan, implement or evaluate programs directed at solving such problems. Such activities are scholarly activities and should be included in descriptions of research and other scholarly activities. Public health service activities (membership on Boards or committees; providing advice to public health entities) should be described as service.

In the evaluation of scholarly activity, emphasis should be placed not only on the quantity of the work produced but also on its quality and the impact the scholarly activity has on the faculty member's chosen area of study. This scholarly impact may be demonstrated through invitations to chair or organize national symposia, to edit books or provide textbook chapters and through other activities which demonstrate the regional, national and international reputation of the scholar. Of special importance in this regard are letters solicited from individuals outside the UNMC College of Public Health community who are in a position to assess the relative importance of the faculty member's work and his or her status in the academic community.

Faculty members emphasizing research and scholarly activity also are expected to develop a high level of teaching effectiveness.

C. Service (including Administration) to the University, Peer Professionals, Public Health Entities and the Public.

Service activities are important to the overall mission and operation of any college of public health. Administrative and service activities can be performed within the College or as part of activities in other Colleges at the University of Nebraska Medical Center or at the University of Nebraska generally, or in the broader community. Professional service may include the direction of local and national/international education programs, scientific workshops, and policy making bodies. Other evidence of professional service may take the form of education and leadership of peer professionals. The latter would be indicated by election or appointments to offices in local, state, or national professional associations and societies, consultantships, service on advisory boards, service on editorial boards or as a manuscript reviewer, invited professional lectureships, and so forth. Relevant community or public service, particularly as it relates to the faculty member's professional competence, is encouraged.

Section IV: Process of Application

A. Department Chair's Role when a Critical Mass of Senior Faculty do not Exist: As outlined below, departments will be expected to establish a Department Promotion & Tenure Committee to provide an initial review of a candidate's application for promotion and/or tenure. However, during the initial growth of the College of Public Health, until such time as a College of Public Health department reaches a critical mass of senior faculty (faculty at a higher academic rank than the applicant [excluding the Department Chair]) allowing for the creation of a Department Promotion & Tenure Committee, the COPH Promotion and Tenure Committee will accept promotion and/or tenure requests from Department Chairs without further departmental consideration. When a Department Promotion & Tenure Committee does not exist, the responsibilities of the committee as outlined below fall to the Department Chair. Chairs are encouraged to consult existing senior departmental faculty regarding promotion and/or tenure requests and to detail any process they use in developing their recommendation regarding promotion and/or tenure in the submission materials sent to the COPH Promotion and Tenure Committee.

B. Establishment of a Department Promotion & Tenure Committee. At such time as a critical mass of departmental senior faculty exists, the College of Public Health expects that, for each departmental promotion and tenure cycle, a Department Promotion & Tenure Committee will be established. It is expected that the committee, appointed by the department Chairperson, will consist of three or more departmental faculty at, or preferably, above the candidate's present academic rank. Membership of tenured faculty on the Department Promotion & Tenure Committee is also to be preferred. The department Chairperson may not serve on his or her Department Promotion & Tenure Committee. It is recommended that some continuity in the Department Promotion & Tenure Committee be established ideally by utilizing staggered 2-3 year appointments for the members.

C. Responsibilities of the Department Promotion & Tenure Committee. This Committee (or Department Chair in the absence of the Committee) will assemble a complete file of materials required by the COPH Promotion and Tenure Committee. It is the responsibility of the Chair of the Department Promotion & Tenure Committee to inform each candidate for promotion and/or tenure that the candidate is responsible for providing the information necessary for assembling a complete portfolio. The COPH Promotion and Tenure Committee Administrative Assistant will solicit such letters of reference as are required for the promotion and/or tenure recommendation process (see Paragraph D (5) of this Section).

The Committee will set a deadline for the receipt of candidate materials such that sufficient time is provided for the completion of their review and the Department Chair's letter of recommendation prior to the COPH Promotion and Tenure Committee's deadline for receipt of applications (see Section V). When the candidate's promotion and/or tenure file has been completely assembled (see Paragraph D below), the Committee will meet to review the material and to make a recommendation to the Department Chair. Candidates will be given an opportunity to review their files (minus letters of reference for which waivers of access have been provided) prior to the formal meeting of the Committee to consider the candidate's request for promotion and/or tenure. Candidates may comment in writing about items in their files. Such written comments will be appended to their promotion and tenure files. Candidates may add materials to their application prior to the COPH Promotion and Tenure Committee's deadline for receipt of applications, but all materials not available at the time of the Department Promotion & Tenure Committee's review must be so designated.

Minutes of the Department Promotion & Tenure Committee meeting must be kept, and they will become a permanent part of the candidate's promotion and/or tenure file. Minutes of the Department Promotion & Tenure Committee meetings must be submitted to the COPH Promotion and Tenure Committee Administrative Assistant to be made available during the review process if requested by the Committee. The minutes must include a brief summary of the discussion, the results of the vote, and, if there is a split vote, the minority opinion must be presented. All these documents are submitted to the Department Chair. The summary of the discussion, including the recommendation of the Committee, must also be sent to the candidate.

D. Responsibility of the Department Chair. The Department Chair is responsible for submitting a letter of nomination identifying individuals eligible for promotion and/or tenure.

In addition, the Department Chair is responsible for forwarding the completed application for promotion and/or tenure to the COPH Promotion and Tenure Committee. The Chair or Dean's designate (see below) will also include a comprehensive letter of evaluation with his or her recommendation to the COPH Promotion and Tenure Committee. The chairperson's letter must identify the two academic areas of emphasis [*1) teaching, 2) research and other scholarly activities or 3) service*] upon which the recommendation is based. The letter should address the individual's personal qualities such as integrity, reliability, and collegiality. Also, the chairperson's letter should contain summaries of teaching evaluations by undergraduate, graduate and professional students, and peer faculty members. If the Chair's recommendation is different from that of the Department Promotion & Tenure Committee, the letter must provide a detailed explanation of the reasons for the alternative recommendation. Responsibility for recommendation of promotion and/or tenure of Department Chairs will be the responsibility of an individual designated by the Dean. The material submitted to the COPH Promotion and Tenure Committee must include the minutes of the Department Promotion & Tenure Committee's meeting.

Should a Department Chair be unwilling to initiate a promotion and/or tenure review process for a faculty member who believes s/he should be considered for promotion and/or tenure, the faculty member may request permission from the Dean to proceed with the assembling of an application. The Dean will appoint a senior faculty member to conduct the review. Such application must include all components of the application outlined in this document, including a letter from the Department Chair and reference letters, which will be secured by the Dean's designate. In these cases, the Dean's designate will also provide his/her own independent evaluation and recommendation.

As provided for in the UNMC Guidelines for Submitting Academic Promotion and Tenure Recommendations, "A negative decision at the department level may be appealed within the college/institute. . . . An individual wishing to appeal a department-level decision must present his/her arguments in writing to the Dean within 15 days after receiving written notification of the department chairperson's decision."

E. Documents. An individual's academic accomplishments must be thoroughly and accurately outlined for the review and decision making process. Documentation of all activities should be outlined in the individual's curriculum vitae or accompanying documents. A faculty member's academic rank will be that of their primary appointment. A faculty member holding an appointment (paid or courtesy) in more than one academic unit of the College of Public Health shall carry his or her primary academic rank to their secondary appointments. Thus, the promotion and/or tenure materials are to be prepared and submitted by the

department where the faculty member holds his/her primary appointment. UNMC Promotion and Tenure guidelines require faculty holding appointments (paid or courtesy) in more than one academic unit to concurrently pursue the documentation and review processes in each department if promotion is proposed in both units. Thus, a review by the Department Promotion & Tenure Committee (or CPH Department Chair prior to "critical mass") of all CPH academic units where the faculty member holds secondary appointment is required for requests for promotion and/or tenure. Primary CPH faculty with secondary appointments at the University of Nebraska outside the CPH requesting promotion must complete the required documentation and review by the other academic units if promotion is proposed there as well. The outcome of these reviews is to be transmitted to the CPH Promotion and Tenure Committee using separate transmittal forms (see Section 1 below), as per the UNMC Promotion and Tenure Guidelines. See *UNMC Promotion and Tenure Guidelines III C*.

(1) UNMC Transmittal Form. This form (Appendix A of the UNMC guidelines) provides the cover sheet on which the recommendations of the Chair and the Departmental Promotion and Tenure Committee are indicated. It acts as a summary sheet for all actions in a given promotion or tenure deliberation.

(2) Chairperson's Letter. See Section IV, Paragraph D.

(3) Curriculum Vitae. All candidates for promotion or tenure must submit a current *Curriculum Vitae* in the format specified in Appendix B of the UNMC guidelines. Uniformity of CV's will facilitate the review process.

(4) Academic Narrative. The faculty member under review must prepare a clear and succinct narrative of the highlights and importance of his or her academic accomplishments in a) teaching, b) research and scholarly activities, and c) service to the University, to peer professionals and to the public. This may be done in separate narratives or one narrative but the individual must use the previously mentioned subheadings (a-c) in describing his or her accomplishments. There is no minimum length required but the documents will not be more than 6 pages (2 pages per subheading) in length (8½ x 11 inches, 10 pt font, 1" margins).

a. See UNMC Guidelines for Promotion and Tenure, Section V.
Documentation for complete listing and supporting evidence to provide.

(5) External Letters of Reference. Applications for promotion to assistant, associate or full professor and for tenure must be accompanied by letters of reference from individuals who are qualified to critically evaluate the importance of the candidate's work and his or her status in the professional community. A minimum of **four (4)** letters of reference are required; a maximum of six (6) letters will be included. At least three (3) must come from individuals outside of the University of Nebraska, except for promotion to assistant professor for which at least one must come from outside the University of Nebraska.

Faculty member provides CPH Promotion and Tenure Committee Administrative Assistant with the following material: Completed Appendix F: 3 – 5 evaluators including name, address, and contact information. The faculty member should contact the proposed evaluators before submitting their names. The letters should **not all be** from individuals who have mentored or otherwise collaborated with the faculty member. They should be from those of equal or higher standing who are qualified to objectively and critically evaluate the importance of the faculty member's work and status in the professional community (i.e., Associate Professor

should be able to identify individuals on the regional level who are familiar with their work; Professor should be able to identify people on national level). In addition, there must be at least one letter from an individual, outside the University of Nebraska, identified by the department chair, but **not identified by the candidate**, and this letter must be labeled as such. Should the department chair or committee deem it necessary, additional reference letters may be sought from additional reviewers. Reference letters of greatest help to the promotion and/or tenure process are often from individuals not having direct relationships with the applicant who can provide an objective evaluation of his or her academic achievements and an assessment of his/her regional and national reputation.

Information supplied to those providing reference letters must include the applicant's Curriculum Vitae, applicant's narratives, Appendix D, the COPH Promotion and Tenure guidelines, and the UNMC Promotion and Tenure guidelines. It may also include copies of publications or other written material of relevance to the review of the candidate.

It is important that letters to external reviewers be sent by the chairperson of the COPH Promotion and Tenure Committee, department chairperson, or Dean, and not by the candidate. The academic portfolio should include a short description of the qualifications of each reviewer, the relationship of the reviewer to the candidate, and a copy of the letter soliciting a review. The letters soliciting such a review shall use neutral language, asking for an evaluation (not a letter of support), and must indicate to the reviewer whether or not the candidate has waived his or her right of access to letters of reference. These letters should be addressed to the chairperson of the requesting department.

Candidates must determine whether they wish to waive or retain their right of access to letters of reference. A form (Appendix D) indicating the candidate's wishes regarding access to letters of reference must be signed before letters are solicited. Candidates cannot remove letters of evaluation.

(6) Copies of Publications. Candidates for **Promotion** should submit copies of not more than five (5) of the most important publications which were printed or accepted for publication since their last promotion. Candidates for **Tenure** also should submit copies of not more than five (5) of their most important publications.

Section V: Review Process

The Promotion and Tenure Committee of the College of Public Health is a standing committee (see *Section 1.D.1. of the Bylaws of the Governing Faculty of the University of Nebraska, College of Public Health*). The committee reviews the application materials for each candidate and makes a recommendation to the Dean regarding promotion and/or tenure. The committee recommendation is also communicated to the candidate's chair. The Dean makes the decision regarding each candidate's application for promotion and tenure and provides a written notification to the candidate and his or her chair of the recommendation. This recommendation is then forwarded to the Chancellor for final review.

Section VI: Request for Reconsideration

The Department Chairperson or the candidate can request a reconsideration of a COPH Promotion and Tenure Committee recommendation. A written request for reconsideration must be submitted to the Dean within 15 days after written notification of the recommendation by the Committee. The Dean will act on the appeal within 30 days of the request for reconsideration or

prior to the deadline for submission to the Chancellor, whichever is earlier. Decisions by the Dean to deny promotion and/or tenure will normally be considered final for that year, with the exception that an individual who alleges that the decision of denial of promotion and/or tenure was prejudiced or capricious may submit a written appeal to the Chancellor within 15 days after receiving written notification of the Dean's decision.

Section VII: Promotion and Tenure in Different Academic Appointments

It is recognized that all faculty being considered for promotion and/or tenure using these guidelines hold one of the types of faculty appointments in the College of Public Health authorized by Section 4.4 of the *Bylaws of the Board of Regents* of the University of Nebraska. Faculty in the College of Public Health have either Health Professions Faculty Appointments (Section 4.4.7 of the *Bylaws of the Board of Regents*) or Special Appointments (Section 4.4.1 of the *Bylaws of the Board of Regents*).

A. Guidelines for Promotion.

The **promotion** component of the Promotion and Tenure Guidelines applies to the following types of appointments:

1. HEALTH PROFESSIONS FACULTY APPOINTMENT. Members of the full-time permanent faculty at the University of Nebraska Medical Center may be employed by a "Health Professions Faculty Appointment" established by the Board of Regents on May 6, 1988 in Section 4.4.7 of the *Bylaws of the Board of Regents*.

Any person serving on a Health Professions Faculty Appointment may make application for promotion and/or tenure. Applications for promotion and/or tenure will be reviewed in accordance with the University of Nebraska Medical Center standards for promotion and continuous appointment as approved by the Chancellor pursuant to Section 4.5 of the *Bylaws of the Board of Regents*.

2. SPECIAL APPOINTMENTS. Special Appointments are described in Section 4.4.1 of the *Bylaws of the Board of Regents*. Academic-administrative appointments in this category do not lead to the acquisition of tenure. Any person serving on a Special Appointment may make application for promotion according to the Promotion and Tenure Guidelines. Special Appointments to which this guidelines document applies include:

a. *Adjunct Appointments*: A non-pay appointment in an academic department for an individual who is on a volunteer (non-pay) status and is not on active pay status with any other unit at the University of Nebraska.

b. *Research Appointments*. These Special Appointments are described under Section 4.4.1 (9) of the *Bylaws of the Board of Regents* and comprise faculty whose responsibilities are dedicated to a sponsored research activity.

As detailed in the College of Public Health Bylaws, faculty with primary appointment elsewhere at the University of Nebraska, carry their academic rank with them to the College of Public Health. These appointments include:

c. *Courtesy Appointments*: An appointment in an academic department for an individual who is on an active pay status in some other department or unit of the University of Nebraska.

d. *Partial Special Appointments*: Faculty who are appointed partially in the College of Public Health (at least .25 FTE unless the Dean has approved this classification with less than .25 support) and partially in another University of Nebraska unit (but at a greater percent effort than that at the COPH)

e. *Principal Faculty From Partner Campuses or Colleges*: Faculty with primary appointment and funding in a University of Nebraska unit other than the College of Public Health, who do not have a Full Time or Partial Special Appointment in the College of Public Health, and are making a significant contribution to the College of Public Health through teaching a minimum of one-third of a specific course during a two-year period, or through research by inclusion as Principal Investigator or Co-Principal Investigator on COPH grant(s).

f. *COPH Dean Appointments*: Faculty who are not in any of the special appointment categories above but who have received a COPH Governing Faculty appointment by the Dean of the College of Public Health due to exceptional contributions to the College.

3. CONTINUOUS APPOINTMENT. Continuous Appointments are described in Section 4.4.3 of the *Bylaws of the Board of Regents*. Faculty who have obtained continuous appointment are eligible for promotion.

The Promotion and Tenure Guidelines allow considerable flexibility for candidates to establish a portfolio of activities that demonstrates an appropriate record of excellence within the educational, research and service missions of the Medical Center. However, for promotion to Full Professor, the candidate must be able to demonstrate a sustained record of outstanding accomplishment in both research and teaching.

B. Guidelines for Tenure (Continuous Appointment)

Continuous appointment or tenure is an attainment by a faculty member who has demonstrated the professional and personal qualifications required for acceptance as a permanent faculty member. Decisions regarding tenure recommendations should be made independently of any prior or concurrent promotion recommendations. Faculty members holding a Health Professions Faculty Appointment, as described in Section 4.4.7 of the *Bylaws of the Board of Regents* of the University of Nebraska, are eligible to be considered for tenure.

A recommendation for tenure will be made only on the basis of demonstrated and documentable academic achievement using the Criteria for Promotion and Tenure in Section IX. of these Guidelines. Evaluation of academic achievements will be made by considering quality of publications, effective teaching, development of new and improved teaching or learning methods, and excellence in the faculty member's field of specialization as demonstrated by recognition of his or her achievements and recommendations by peers not only within the University of Nebraska but also among their academic peers.

Each recommendation for tenure should emphasize the contribution that the candidate has made to the educational needs of the department or College.

VIII. Post-Tenure Review.

The UNMC guidelines for Post-Tenure Review are included as Section IV. of the “UNMC Guidelines for Submitting Academic Promotion and Tenure Recommendations.” Please refer to these guidelines for the post-tenure review process.

However, as indicated by the footnote in Section IV. 2. a. (1) of the UNMC document noted above, each unit (College or Institute) is required to define the standards for substantial and chronic deficiency. Attached as Appendix D to the “College of Public Health Promotion and Tenure Guidelines” is the approved document, which defines “substantial and chronic deficiency” for the College of Public Health.

Section IX. Criteria for Promotion and Tenure in the Health Professions Faculty Appointment, and for Promotion in the Continuous Appointment, Courtesy Faculty Appointment*, and Research Faculty Appointment*.

A. *Eligibility.* M.D., Ph.D., or other doctoral level or terminal degree professional who teaches or performs research in the College of Public Health. Exceptions to the degree requirement will be limited to those cases where documented professional accomplishments are sufficient to merit waiver of the requirement.

B. Both the general and specific criteria are to be applied in evaluating teaching, research and scholarly activity and service. General Criteria in the following Table must be met before Specific Criteria are applied. *Competency in teaching is expected of all faculty at all ranks.* Although there are no exact time requirements, *it is unusual for promotion to occur less than 4 or 5 years after achieving a given rank.* Note that the criteria are cumulative, e.g., a candidate for associate professor must meet the criteria listed for assistant professor plus those listed for associate professor.

Examples of activities for Levels 1, 2, and 3 in the Teaching, Research and Other Scholarly Activity and Service (no Level 3) areas are described in paragraphs C, D and E of this Section.

Criteria for Promotion in Academic Rank		
	General Criteria	Specific Criteria
Assistant Professor*	Demonstrates initial research competence; documented at or above average teacher.	Level 1 in all three areas of teaching, research/scholarly activities and service.
Associate Professor	Independence; significant contributions to research and teaching consistent with the mission of the college; emerging regional / national reputation in at least one area	Level 2 in research/scholarly activities and teaching and Level 1 in service

Professor	Clear evidence of significant and lasting contributions to research and teaching consistent with the mission of the college; enhances prestige of College; emerging national / international reputation in their discipline	Level 3 in either research/scholarly activities or teaching, plus Level 2 in the two remaining areas.
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Criteria For Tenure		
Tenure**	Sustained record of accomplishment in teaching and research/other scholarly activities, expected to continue long-term; established regional/national reputation in their discipline.	Clear evidence of sustained level 2 in both research/scholarly activities and teaching, and evidence that performance at level 2 or higher is expected to continue long-term.

*Promotion from Instructor to Assistant Professor

**Courtesy and Faculty Research Appointments are “Special Appointments” and, therefore, do not lead to the acquisition of tenure.

C. Examples of Activities Demonstrating Teaching

Recognition of outstanding performance as a teacher by both peers and students can be a powerful factor in the evaluation process. Because departmental missions are variable and unique, each department has its own procedures to evaluate faculty teaching performance in an objective, fair and rigorous manner. In all cases, however, it is strongly recommended that peer evaluation comprise a significant part of this process. **Further, each department should utilize a standardized methodology to assess the quality and quantity of the teaching activities of the faculty member.**

Multiple activities comparable to the examples shown below will strengthen the application for promotion at each rank.

Level 1 (Whenever possible, these activities should be recognized, by means of peer and/or student evaluations, locally as being competent.)

- Lectures to students, residents, or peers in medical or public health education, public health-related training programs or courses
- Participates in teaching or supervision of graduate students and/or postdoctoral fellows
- Participates in postgraduate or continuing education courses which serves a local audience
- Member of dissertation or thesis/capstone committees
- Participates in training/workshops for the development of teaching skills
- Develops and delivers presentations at local conferences focused on teaching

Level 2 (As appropriate, these activities should be recognized, by means of peer and/or or student evaluations, locally or regionally as being proficient.)

- Prepares curriculum materials (e.g., new courses/cores, syllabus materials, educational software)
- Writes a chapter for a peer reviewed print or electronic textbook used regionally or nationally
- Supervises or coordinates the teaching by other faculty, fellows, residents, or graduate students
- Develops/directs a postgraduate or continuing education course which serves a regional audience
- Publishes a peer-reviewed article related to teaching or curriculum development.
- Invited to present lectures at the state or regional level
- Invited lecturer at other institutions of higher education (e.g., universities, health professions schools) or research and development facilities or institutes (e.g., NIH)
- Develops and participates in the teaching of major portions of a graduate course
- Serves as advisor for graduate students pursuing the M.S., M.P.H., or Ph.D. degree
- Chairs dissertation, thesis or capstone committee
- Participates on NIH/equivalent training grants
- Receives a local teaching award or is nominated for a University-wide, regional, or national teaching award
- Develops and delivers presentations at conferences focused on teaching at the regional level
- Develops a new course

Level 3 (These activities should be recognized regionally or nationally as proficient.)

- Editor/author of a textbook adopted for teaching at other institutions
- Develops a course, curricular component, educational software, or evaluation materials which are used regionally or nationally
- Develops an instructional method recognized as being innovative by a regional or national audience
- Invited to organize and participate with a major role at a regional or national educational meeting
- Supervises a training program which has a regional or national audience
- Principal investigator on NIH/equivalent training grants
- Receives a University-wide, regional, or national teaching award
- Develops and delivers presentations at conferences focused on teaching at the regional level
- Develops a new concentration or program

D. Examples of Activities Demonstrating Research and Other Scholarly Activity

For promotion to the level of associate professor or above, demonstration of continued scholarly productivity illustrating the candidate's significant impact in his or her professional community is expected. The traditional categorization of research has been extended in the academic community to include a much more diverse set of activities that better describe a lifetime of learning and scholarship (Ernest Boyer, "*Scholarship Reconsidered - Priorities of the Professoriate*," the Carnegie Foundation for the Advancement of Teaching, Princeton, New Jersey, 1990). This recognition of scholarly diversity describes several important areas: the scholarship of discovery ("traditional research"); the scholarship of integration (new ideas from crossroads of disciplines); the scholarship of application (translation into practice); and, the

scholarship of teaching (transforming and extending transmission of knowledge). The University of Nebraska Medical Center supports this more encompassing description of scholarship and encourages each Promotion and Tenure process to consider it. For those candidates whose scholarly activities are outside the traditional boundaries of research, letters of reference will be especially important in assessing the candidate's professional impact. **Publication criteria also must be fulfilled for each rank. Publications may be original scholarly articles in a peer reviewed journal, review articles, policy briefs and papers, reports to public health agencies, case reports or book chapters.** Nevertheless, demonstration of a portfolio of high quality peer-reviewed publication is expected for promotion to the level of associate professor or above. ***Publication criteria are italicized below.***

Academic public health practice includes direct contributions of College of Public Health faculty to improving and/or sustaining public health in the community, state or nation (see Section III of this document). Contributions to public health must be assessed both for quantity and quality. To do so, departments should establish procedures to recognize the commitment required for such activities and the impact of the faculty member's involvement on the success of the program(s) involved. Evidence should be solicited from relevant public health agencies.

Multiple activities comparable to the examples shown below will strengthen the application for promotion at each rank.

Level 1

- Evidence of initial publication success
- Actively involved in public health, clinical, or basic science investigation
- Collaborates on public health projects, public information services, laboratory services, or public health monitoring
- Consults with public health projects, institutions, or services
- Collaborates with communities, agencies, underserved populations, and organizations to enhance the health of populations
- Local presentation of research results (seminars, grand rounds, local scientific programs, and so forth)
- Evidence of application as a principal investigator for research grants or contracts locally or regionally
- Disclosure of inventions; file patents
- Recognition as an *ad hoc* journal reviewer

Level 2

- Evidence of a portfolio of high quality, peer-reviewed and other publications, the number and forum for these publications being appropriate to the field of study
- Success in obtaining extramural, NIH-defined peer-reviewed* grants or contracts; success in obtaining investigator-initiated basic/applied research through grants or contracts with public health agencies, pharmaceutical, instrumental or other commercial enterprises
- Success in obtaining extramural peer reviewed support for educational projects and scholarship from entities such as foundations and federal and state agencies
- Evidence of successful development of interdepartmental and/or interdisciplinary collaborative research programs
- Develops and directs a public health program that changes health outcomes
- Develops and directs a public health program that attracts extramural funding to the College of Public Health

- Directs activities with communities, agencies, underserved populations, and organizations to enhance the health of populations
- Consultant for public sector agencies or private sector foundations/corporations
- Presentation of invited or peer-reviewed research results at national or international professional meetings
- Invited to present a research-based seminar regionally or nationally
- Inventions licensed, patents issued
- Recognition as an *ad hoc* member of review committee or study section

Level 3

- Evidence of a significant portfolio of high quality, peer-reviewed and other publications, the number and forum of these publications being appropriate to the field of study
- Evidence of national impact from published work
- Direction of scholarly activity of other faculty or post-doctoral appointees
- Continued success in obtaining extramural, peer-reviewed* grant or contract funds or investigator-initiated basic or applied research through grants or contracts with public health agencies, pharmaceutical, instrumental or other commercial enterprises
- Continued success in obtaining extramural peer reviewed support for educational projects and scholarship from entities such as foundations and federal and state agencies
- Continued success in the development and direction of public health program that change health outcomes
- Continued success in the development and direction of activities with communities, agencies, underserved populations, and organizations to enhance the health of populations
- Regular member of a special review committee or study section
- Invited to organize and participate in a major national or international scientific meeting
- Acquires FDA approvals; invention has a major impact on state-of-the-art; invention generates University resources
- Consults at the national level (e.g., Board of Scientific Advisors)
- Recognition as journal editorial board member or editor
- Service as term-appointed member of review committee or study section

* Including but not limited to NIH, NSF, DOE, VA, AHA, ACS, SBIR, STTR, and other grant-awarding entities.

E. Examples of Activities Demonstrating Service

Service includes, but is not necessarily limited to, activities in the following units, subunits, and organizations: College of Public Health, School of Allied Health Professions, Eppley Institute for Research in Cancer, Munroe-Meyer Institute, The Nebraska Medical Center, Veterans Hospital, UNMC Physicians, University of Nebraska Medical Center, the University of Nebraska System, state and local public health agencies, and public health related organizations at the community, state, regional and national level,.

Multiple activities comparable to the examples shown below will strengthen the application for promotion at each rank. **Note: There is no Level 3 in this category.**

Level 1

- Serves on committees, boards, and planning groups external to the UNMC campus
- Promotes, coordinates, or facilitates the involvement of community representatives in setting goals and planning for the College of Public Health

- Serves as journal reviewer
- Serves on faculty committees of the College of Public Health and/or the university

Level 2

- Demonstrates skills in coordinating activities, programs, or public health services
- Builds integration among services in ways that enhance the health of the public
- Accepts a position of leadership in a volunteer organization promoting public health
- Helps to establish culture, policies, public behavior, and interests that serve the health of the public
- Receives state, regional or national recognition for accomplishments in public health practice
- Independently develops or directs a major program, project, public service, monitoring system, data bank, or laboratory
- Oversees, directs, and interprets tests, procedures, or data handling in support of a major program, project, public service, or laboratory
- Oversees, administers, or manages major research projects or public projects involving planning, personnel, or financing
- Serves as an officer or major committee member in international, national, state, regional, or local professional society or other health related organization
- Serves as an assistant or associate dean or other administrative appointment, such as, chair/director, vice/associate chair/director of a department/center
- Consults nationally or internationally regarding service-related activities, accreditation, or policy
- Attracts substantial gifts or endowments to the College of Public Health or public health services
- Serves as a regular or ad hoc member on a national research or public health review committees or study sections
- Chairs a departmental faculty search committee
- Chairs a major UNMC, intercampus, or University of Nebraska committee or task force
- Performs services for the community, or for institutions with significant public health functions, locally or more broadly

Section X: Criteria for Promotion in the Adjunct Faculty Appointment

A. Eligibility: M.D., Ph.D., or other doctoral level or terminal degree professional, on a non-pay status (volunteer), who teaches, provides public health service or performs public health research associated with the College of Public Health. Exceptions to the degree requirement will be limited to those cases where documented professional accomplishments are sufficient to merit waiver of the requirement.

B. The Criteria for faculty members holding "Adjunct" Faculty Appointments are noted below. Both the general and specific criteria are to be applied in evaluating an Adjunct faculty member for promotion. Although there are no exact time requirements, *it is unusual for promotion to occur less than 4 or 5 years after achieving a given rank.*

Faculty members holding Adjunct faculty appointments are required to adhere to the relevant sections of the Promotion and Tenure Guidelines but are not required to provide outside letters of reference or to furnish the written narrative.

Examples of activities for Levels 1, 2, and 3 are described in Paragraphs C, D, E, and F of Section IX.

Rank	General Criteria	Specific Criteria
Adjunct Assistant Professor	Demonstrated public health competence; documented at or above average teacher.	Level 1 in one area.
Adjunct Associate Professor	Creativity; history of dedicated service to the institution; makes significant contributions to research and teaching consistent with the mission of the College of Public Health.	Level 2 in one area.
Adjunct Professor	Clear evidence of significant and lasting contributions to research and teaching consistent with the mission of the college; enhances prestige of College; history of outstanding contributions to the College.	Level 3 in one area.

C. Practice-based faculty are public health professionals who have a record of contribution to COPH and have demonstrated leadership in a core function of public health practice. These functions are outlined by Centers for Disease Control and Prevention (CDC) and Association of Schools of Public Health (ASPH) and listed at the end of this section.

The chair of the COPH department who nominates a public health professional for practice-based faculty should provide a letter describing the nominee's current and anticipated future contributions to the COPH. Additionally, the nominees should provide a copy of their curriculum vitae or resume and submit a statement describing their future role in the COPH.

Practice-based faculty appointments are for two years and the contribution of the incumbents to the COPH must be reviewed biennially before a reappointment is made.

Examples of activities of practice-based faculty within the COPH are as follows:

- Participate and assist in the development of curriculum and new courses;
- Participate in teaching in COPH courses as co-instructor or guest lecturer;
- Serve as Service Learning/Capstone preceptor;
- Serve as a member of a Service Learning/Capstone, thesis, or dissertation committee;
- Provide career advice to students;
- Participate in COPH grant application as Co-PI, PI, or consultant;
- Participate in COPH research projects by providing data, funding, or practice perspective;
- Facilitate COPH activities in community engagement; and
- Assist COPH in dissemination and translation of research into practice and policy.

Criteria for appointment and Promotion of practice-based faculty		
Rank	General Criteria	Specific Criteria
Assistant Professor of Practice	Demonstrated public health practice leadership.	About 5 years of leadership experience in a core function of public health practice.
Associate Professor of Practice	History of demonstrated public health practice leadership; significant contributions to public health practice consistent with the mission of the College of Public Health.	About 10 years of leadership experience in a core function of public health practice.
Professor of Practice	Substantial history of demonstrated public health practice leadership; clear evidence of significant and lasting contributions to public health practice consistent with the mission of the College of Public Health.	About 15 years of leadership experience in a core function of public health practice.

Core functions of public health practice

Assessment: The ability to appropriately use data to direct actions (the science of public health)

1. Monitor health status to identify and solve community health problems.
2. Diagnose and investigate health problems and health hazards in the community.

Policy development: The appropriate use of scientific knowledge in developing public health policies and programs (the art of public health).

3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships and action to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.

Assurance: The development of policies that are “backed up” by services necessary to assure their success.

6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure competent public and personal health care workforce.
9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.

10. Research for new insights and innovative solutions to health problems.

(Centers for Disease Control and Prevention. 2012. "10 Essential Public Health Services". <http://www.cdc.gov/nphpsp/essentialservices.html>; The Association of Schools of Public Health, Council of Public Health Practice Coordinators. 1999. "Demonstrating Excellence in Academic Public Health Practice." Washington: ASPH.)

Approved by the Faculty: April 2015

Promotion and Tenure Timeline 2015-2016

Candidates should work closely with their Department Chair to ensure on-time and complete applications that comply with both the UNMC and COPH Promotion and Tenure Guidelines. Completed P&T packet is due to the Dean's Office no later than 3:00 p.m. on September 2, 2015. All the specifics are detailed in the accompanying checklist.

On or before July 1, 2015	Faculty are to notify Department Chair requesting rank/promotion sought and Department Chair to response to faculty member in writing.
July 20, 2015	Deadline for faculty member to contact Dean requesting to initiate COPH P&T review process should a Department Chair be unwilling to do so. (COPH P&T Guidelines Section IV, D)
July 27, 2015	Department Chair or Designee by Dean notifies COPH P&T Chair, in writing, identifying faculty who will be submitting application packet.
September 2, 2015	Faculty application packets are due to COPH P&T Committee administrative assistant; see checklist. Faculty should contact external reviews to verify ability to submit letter by deadline. (COPH P&T Guidelines Section IV, E) Department Chair is to submit unidentified external reviewer information to COPH P&T Committee administrative assistant.
September 22, 2015	Letters to external evaluators from Department Chair to be sent by P&T Committee administrative assistant.
October 23, 2015	Deadline for receipt of letters from external evaluators. Final date for faculty to add material to packet before review by Department P&T Committee or Department Chair.
November 13, 2015	Department P&T Committee (EAOH) recommendation letter due to Department Chair and recommendation must be communicated in writing to candidate by this date. Send a copy of letter to COPH P&T Committee administrative assistant.
November 20, 2015	Final date for Department Chair to send recommendation letter to COPH P&T Chair. (COPH P&T Guidelines Section IV, D) <ul style="list-style-type: none"> ➤ Letter will comply with COPH Promotion and Tenure Guidelines "Responsibility of the Chair," Section IV, D. ➤ Letter will include Table 1. Teaching Record and Table 2. Research Record. Final date for faculty to add material to packet; additional material not available at the time of Department Chair review must be so designated.
December 4, 2015	Faculty application packets distributed to COPH P&T Committee members.

NOTE: UNMC Guidelines for the current year are not typically available until August of the current year. Therefore, the guidelines and timeline are based on the previous year's guidelines. It is possible that some alterations to the promotion packet will be required following receipt of the current year UNMC Guidelines. Although COPH P&T Guidelines are included in their entirety for your review, these instructions guide the process for faculty. All applications for promotion and/or tenure by faculty must adhere to deadlines and application instructions detailed as part of the COPH P&T Timeline and Checklist.

Promotion and Tenure Timeline 2015-2016

January 29, 2016	COPH P&T Chair recommendation letter is due to Dean. COPH P&T Committee Chair to notify, in writing, faculty member and Department Chair of committee's recommendation.
February 15, 2016	Deadline for reconsideration due to Dean. (COPH P&T Guidelines Section VI)
March 11, 2016	Dean's recommendation letter and faculty packet are due to Chancellor's Office.
May 2015:	Final communication from Chancellor's Office indicating whether or not the promotion/tenure has been approved.
July 1, 2015:	Promotion/tenure, if approved, takes effect.

NOTE: UNMC Guidelines for the current year are not typically available until August of the current year. Therefore, the guidelines and timeline are based on the previous year's guidelines. It is possible that some alterations to the promotion packet will be required following receipt of the current year UNMC Guidelines. Although COPH P&T Guidelines are included in their entirety for your review, these instructions guide the process for faculty. All applications for promotion and/or tenure by faculty must adhere to deadlines and application instructions detailed as part of the COPH P&T Timeline and Checklist.

Promotion and Tenure Checklist 2015-2016

1. _____ **Table 1. Teaching Record and Table 2. Research Record**
 - **To be completed by applicant and Department Chair**
 - To be submitted with the Department Chair recommendation letter
 - Submit electronically to P&T Administrative Assistant and one printed signed single sided, 3 hole punched

2. _____ **Curriculum Vitae (CV)**
 - Must be in UNMC P&T format – see Appendix B
 - Appointments and grants are to be in reverse chronological order
 - **All categories must be listed on the CV.** If there are not entries in a specific category, the category is to be listed and “None” or “NA” is to be noted
 - Submit electronically to P&T Administrative Assistant and one printed single sided, 3 hole punched

3. _____ **Academic Narrative prepared by applicant**
 - Narrative should reflect overall growth and not be a restatement of the CV
 - Refer to Section IV, E, 4, COPH P&T Guidelines
 - Submit electronically to P&T Administrative Assistant and one printed single sided, 3 hole punched

4. _____ **Teaching Portfolio/Teaching Activities**
 - See Appendix C and UNMC Guidelines Section V. Documentation
 - Evaluation summaries
 - Copies of course syllabi
 - Copies of awards received, etc.
 - Submit electronically to P&T Administrative Assistant and one printed single sided, 3 hole punched

5. _____ **Copies of most important publications since last promotion**
 - No more than five
 - Refer to Section IV, E, 6, COPH P&T Guidelines
 - Submit electronically to P&T Administrative Assistant and one original single sided, 3 hole punched

6. _____ **External letters of recommendation**
 - Refer to Section IV, E, 5, COPH P&T Guidelines
 - Complete Appendix F
 - Qualifications of the reviewer – include full name, credentials, institution, department/division, title, position, professional rank, mailing address, email address, and phone number
 - Relationship of the reviewer to applicant
 - Applicant is to complete Appendix F and submit for approval to Department Chair
 - Department Chair is to complete Appendix F by adding unidentified reviewer
 - Submit electronically to P&T Administrative Assistant when form is complete
 - **Applicant and Department Chair should contact reviewers prior to submitting form to see if reviewer can complete the letter by the deadline**

7. _____ **Completed and signed Appendix D – Applicant waives or retains his/her right to see the external letters of recommend**
 - Submit electronically to P&T Administrative Assistant and one original single sided, 3 hole punched

NOTE: UNMC Guidelines for the current year are not typically available until August of the current year. Therefore, the guidelines and timeline are based on the previous year's guidelines. It is possible that some alterations to the promotion packet will be required following receipt of the current year UNMC Guidelines. Although COPH P&T Guidelines are included in their entirety for your review, these instructions guide the process for faculty. All applications for promotion and/or tenure by faculty must adhere to deadlines and application instructions detailed as part of the COPH P&T Timeline and Checklist.

The University of Nebraska Medical Center
Curriculum Vitae Format

Name in full

Campus address

Education (indicate years attended¹ and degrees granted)

Post-degree training (include years¹)

Continuing education training (optional)

Academic appointments in reverse chronological order, (i.e., list present position first) indicating years²

Certifications and licenses

Grant/contract support in reverse chronological order, (i.e., list present support first) and for each grant supply the following information:

- grant title
- funding agency
- start and end dates
- total dollars (direct cost)
- name of principal investigator and name of co-investigator

Study Sections (list agency, study section title, role, begin and end dates)

Patents (list both those pending and those awarded)

Other appointments or positions not given above (e.g., private practice)²

Consulting positions² (academic, government, and industry; also include editorial duties)

Military service²

Honors and awards

Memberships and offices in professional societies

Committee assignments (list service on departmental, medical staff, college, medical center, and university committees since appointment or last promotion; note years of service¹ and chairs)

Presentations (include primarily invited presentations at regional, national, and international meetings; and invited seminar presentations at institutions outside the University of Nebraska Medical Center. Presentations associated with voluntary, non-refereed abstracts or preliminary communications also may be included.)

¹Indicate month and year (i.e., September 2006 to June 2008)

²These items should comprise a complete list of gainful employment since acquisition of the terminal degree. If there are gaps in this chronology, an explanation should be offered, including dates as defined in footnote 1.

Curriculum Vitae Format (Continued)

Publications

Publications are to be organized under the following headings. Please note that inclusive pagination is required where appropriate.

- a. Articles published in scholarly journals
- b. Articles accepted for publication in scholarly journals (please attach copy of letter of acceptance)
- c. Articles submitted for publication in scholarly journals
- d. Books published (also note books in preparation, submitted or in press)
- e. Chapters in books
- f. Books or journals edited
- g. Abstracts and preliminary communications (limit to one page of most recent)
- h. Published audiovisual or computer-based educational materials and computer software (video, audio, multimedia slides and video, slides and audio, broadcast, etc.).
- i. Published continuing education materials

Community service

APPENDIX C

TEACHING ACTIVITIES

Documentation in support of Teaching Activities should be provided since the last major review or a minimum of the last two years using the following items as a guide. Examples of teaching activities include: classroom teaching, course coordinator or faculty participant, clinical instruction, research supervision, continuing education, interprofessional educational activities, community outreach and educational scholarship (the latter of which has the greatest potential impact for “double-dipping” in teaching and scholarly activity). Do not provide specific teaching materials, lecture outlines, etc.

- a. Listing of lectures given in team-taught courses (include number of lectures)
- b. Listing of courses for which you were coordinator/supervisor
- c. Listing of courses (course number and name, only) taught by you giving the total number of hours involved in course/courses
- d. Information on teaching of Graduate Students, especially as pertains to supervision of thesis and dissertation research
- e. Information on teaching activities related to those in residency training (medical, pharmacy, etc.)
- f. Listing of continuing education lectures/courses given
- g. Course/lecture/training evaluation materials and outcome assessments

TEACHING PORTFOLIO (optional)

Faculty who have a major teaching role are encouraged to develop a more extensive Teaching Portfolio which can be used to help develop the teaching narrative. In addition, faculty may want to consider including their Teaching Portfolio as a supplement for review by the P&T Review Committee separate from the required documentation.

Information for developing a teaching portfolio is available and detailed on the UNMC Academic Services website: <http://www.unmc.edu/academicervices>

APPENDIX D

University of Nebraska Medical Center, College of Public Health

Letters of Reference for Faculty Promotion or Tenure

Name: _____
(please print)

Department: _____

As you know, recommendation letters reflect the national reputation of the candidate and assist the Promotion and Tenure Committee in discerning the impact of a candidate's contributions. Unbiased letters are important, and are likely to be most credible if you allow them to be confidential. You do have the right to waive or retain your rights to read letters as you indicate below.

Please check one box:

I, _____, **waive** **retain** my right to see the letters of recommendation obtained for my promotion and/or tenure review.

(Signature)

(Date)

Updated form 2015

APPENDIX E

UNIVERSITY OF NEBRASKA COLLEGE OF PUBLIC HEALTH

Definition of “Substantial and Chronic Deficiency”

Substantial – an assessment of one “unsatisfactory” or two “needs improvement” evaluations on the annual faculty performance review document.

Chronic – the continuation of “substantial” problems in performance into the next annual evaluation.

An important assessment would be that the faculty member is performing at a level below that for which tenure was initially granted.

The department chair or Dean reviewing a faculty member who has had such a substantial deficiency should provide a written statement of the issues to the faculty member and assist in defining steps necessary for its resolution. Chronicity becomes relevant if the deficiencies are not resolved or moving in the direction of significant resolution by the next review cycle.

TIMELINE (Excerpted from Section IV, *UNMC Guidelines for Submitting Academic Promotion and Tenure Recommendations*.)

2a. A faculty member shall be reviewed [required review] in accordance with the post-tenure review process when the faculty member receives, after the fourth year of being on continuous contract:

A written annual evaluation from the unit administrator that identifies a substantial and chronic deficiency in the faculty member’s performance and clearly states that if the faculty member does not make substantial, acceptable progress toward remedying the deficiency by the next annual evaluation, a post-tenure review will be initiated; and

Notification deriving from the next annual review that the unit administrator has determined that the substantial and chronic deficiency identified in the previous evaluation has not been remedied, that a post-tenure review is appropriate, and that the Dean or Institute Director concurs. Ordinarily, the faculty member shall be provided notification by June 30 that a review will be scheduled for the following academic year.

TIMELINE EXAMPLE

Annual Evaluations for each fiscal year are usually due to the Dean's Office by April 30.

- April 30, 2007 The annual evaluation is considered to demonstrate a "substantial" deficiency.
- The unit administrator discusses with the faculty member a plan to remedy the deficiency. The unit administrator clearly states in writing that if the faculty member does not make substantial, acceptable progress toward remedying the deficiency by the next annual evaluation, a post-tenure review may be initiated.
- April 30, 2008 If the annual evaluation shows that the deficiency has not been remedied and the unit administrator determines that a post-tenure review is appropriate and that the Dean concurs, then the faculty member will be notified by June 30, 2008 that a post-tenure review will be scheduled for the following academic year, i.e., July 1, 2008 - June 30, 2009.

EXAMPLES OF SUBSTANTIAL PROBLEMS

Teaching:

- A pattern (i.e., in the prior academic year) of refusing to teach.
- A pattern of not preparing relevant materials for class.
- A pattern of canceling lectures without explanation or "not showing."
- Persistent use of inaccurate scientific materials.
- Uncorrected deficiencies identified through peer reviewed assessments.

Research/Scholarship:

- Research efforts are not resulting in publishing information in peer reviewed journals.
- A pattern of not seeking external funding if that is a core responsibility.
- A pattern of not presenting abstracts or lectures at relevant scientific organizations.

Service/Administration:

- Failure to accept committee assignments consistent with one's responsibilities.
- Repetitive inability to perform assigned administrative tasks.

APPENDIX F

COPH Promotion and Tenure External Evaluator Form

Faculty Member:

Please provide contact information, a brief paragraph, and disclose your relationship (i.e., dissertation advisor, research collaborator, manuscript co-author) of 3 – 5 evaluators who are those of equal or higher standing, qualified to objectively and critically evaluate the importance of your work, and status in the professional community. They should not all be from individuals who have mentored or otherwise collaborated with you.

Evaluator #1

External Evaluator's Name & Credentials	
Mailing Address	
Email Address	
Phone Number	
Paragraph	

Evaluator #2

External Evaluator's Name & Credentials	
Mailing Address	
Email Address	
Phone Number	
Paragraph	

Evaluator #3

External Evaluator's Name & Credentials	
Mailing Address	
Email Address	
Phone Number	
Paragraph	

Evaluator #4

External Evaluator's Name & Credentials	
Mailing Address	
Email Address	
Phone Number	
Paragraph	

Evaluator #5

External Evaluator's Name & Credentials	
Mailing Address	
Email Address	
Phone Number	
Paragraph	

Evaluator #6 (Department Chair only)

External Evaluator's Name & Credentials	
Mailing Address	
Email Address	
Phone Number	
Paragraph	