Faculty Appointments and Promotions Policies

A. EMPLOYMENT VERSUS APPOINTMENT

A faculty member receiving a salary from BCM has College employment and either a Full-time or a Part-time appointment. These individuals are on the College's payroll; they have active employment records in Human Resources and active appointment records in the Office of Faculty Affairs.

A faculty member not receiving a salary from BCM does not have College employment but has a faculty appointment. Usually, but not always, faculty not employed by the College have Voluntary appointments rather than either Full-time or Part-time appointments; the exception exists for those who are employed by select Affiliated Institutions, rather than by BCM.

B. TYPES OF APPOINTMENTS

1. Full-time/Part-time Appointment

   Full-time and Part-time ranks include:

   **Tenured Faculty at the ranks of Professor (tenured) and Associate Professor (tenured).** Tenure (see Faculty Bylaws for a definition) is awarded by the President after review and recommendation by the nominating Academic Unit, the Faculty Appointments and Promotions (FAP) Committee, the Academic Council, and the Board of Trustees.

   **Tenure Track Faculty at the rank of Associate Professor (tenure track).** Tenure track faculty are working toward becoming tenured faculty. Rarely, it may be helpful in recruitment and retention of key faculty to consider appointment as Associate Professor (tenure track). Appointment as Associate Professor (tenure track) is limited to three years. The total appointment time at the rank of Assistant Professor (tenure track) and Associate Professor (tenure track) together cannot exceed nine years. Appointment at the rank of Associate Professor (tenure track) is made by the President after review and recommendation by the nominating department, the Faculty Appointments and Promotions Committee, the Academic Council, and the Board of Trustees.

   **Tenure Track Faculty at the rank of Assistant Professor (tenure track).** Tenure track faculty are working toward becoming tenured faculty. Appointment is awarded by the President after review and recommendation by the nominating Academic Unit. Appointment as Assistant Professor (tenure track) is limited to nine years. The total appointment time at the rank of Assistant Professor (tenure track) and Associate Professor (tenure track) together cannot exceed nine years.

   **Non-tenured Faculty at the ranks of Professor (non-tenured) and Associate Professor (non-tenured).** Appointment at the ranks of Professor (non-tenured) and Associate Professor (non-tenured) is made by the President after review and recommendation by the nominating
department, the Faculty Appointments and Promotions Committee, the Academic Council, and the Board of Trustees. There is no time limit on how long one can hold an appointment at the ranks of Professor (non-tenured) and Associate Professor (non-tenured).

Appointment at the ranks of Assistant Professor (non-tenure track) and Instructor is approved by the President after review and recommendation by the nominating department. There is no time limit on how long one can hold an appointment at the ranks of Assistant Professor (non-tenure track) and Instructor prior to a request for a promotion.

All faculty with Full-time and Part-time appointments receive annual reappointment letters signed by their Chairs or Center Directors.

The normal expectation is that a "Full-time appointment" is held by a faculty member who devotes at least a forty-hour-work-week to the efforts of the College and receives a salary for 100 percent of these efforts. However, faculty members who receive less than 100 percent of their salary through the College may still hold Full-time appointments, if their entire professional efforts are on behalf of the College. A physician, for example, who has no other private practice outside of BCM and its Affiliated Institutions and who has less than "Full-time employment" with the College, may still hold a "Full-time appointment." The remaining part of the standard work-week would be devoted to non-remunerative tasks, such as those related to raising a family.

A "Part-time appointment" would normally be expected for a person who provides less than full, professional efforts on behalf of the College.

The designation of a Full-time or Part-time appointment is the privilege of the Academic Unit. When making such a designation, the Academic Unit must follow these policies. It is the responsibility of the Academic Unit to monitor the actions of its faculty and ascertain whether Full-time or Part-time efforts are being contributed to departmental and College-wide missions.

**Affiliated Institution Employment**

A faculty member may have a Full-time or Part-time appointment at BCM and not be a BCM employee, provided that this person is a Full-time or Part-time employee of an Affiliated Institution. These individuals would receive BCM appointments but would not have College employment. They would have non-paid appointments and be excluded from the Payroll Office records but would be included among active faculty identified by the Office of Faculty Affairs. Faculty associated with the Veterans Affairs Medical Center, the Howard Hughes Medical Institute, and the Menninger Clinic, for example, may have Full-time appointments without having College employment. The College determines which Affiliates may offer employment to BCM faculty who wish to retain a Full-time or Part-time appointment.

2. **Voluntary Appointments**

A person who receives any payment (salaried or hourly) through the College cannot hold a Voluntary appointment.
Voluntary ranks must be qualified by one of the following prefixes: Clinical, Adjunct or Visiting. These prefixes may be used with any level of Voluntary appointment, e.g. Clinical Instructor, Adjunct Assistant Professor, and Visiting Associate Professor. These prefixes cannot be intermingled. Ranks such as "Clinical Adjunct Assistant Professor" or "Visiting Clinical Professor" do not exist. Guidelines for the use of the appropriate prefix are given below.

Prefixes cannot be used as part of the titles for either Full-time or Part-time appointments. **Prefixes are reserved entirely for Voluntary appointments.**

The College provides a research certified option for voluntary faculty who wish to participate as principal investigators in research through the College. Voluntary faculty wishing to be research certified must submit a completed Research Certified Faculty Agreement Form or Research Certified Voluntary Faculty Agreement (Time-Limited Transition) Form and follow the guidelines for research of the Full-time faculty and submit all grants, contracts, and research protocols through the College. Voluntary faculty who do not wish to be research certified and do not submit grants, contracts, and research protocols through the College may still participate in research as a co-investigator on protocols for which a Full-time BCM faculty is principal investigator.

a. **Clinical**

A faculty member who does not receive a salary from the College or from an Affiliated Institution may hold a Voluntary appointment qualified by the prefix “Clinical”. Typically, these faculty have admitting privileges with a BCM-affiliated hospital and actively participate in the clinical teaching programs of the College.

A rank which is qualified by the prefix "Clinical", such as Clinical Assistant Professor, emphasizes that the major contribution of effort by the faculty member is to the clinical or health care delivery activities of the Academic Unit in which the Voluntary appointment is held. This designation is usually given to physicians with private practices in metropolitan Houston or retired BCM M.D. faculty who have an association with an Affiliated Institution and engage in the clinical teaching of BCM students and/or residents or participate in the clinical investigations of BCM Full-time faculty.

The level of the title (Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor) depends upon the person's qualifications and clinical contributions to the College's efforts.

The "Clinical" prefix may not be held by BCM Voluntary faculty who hold a Full-time appointment at another academic health care institution located in Houston.

b. **Adjunct**

An "Adjunct" appointment designates a BCM faculty member who holds a Full-time academic appointment at another institution, usually in the Houston area. A faculty
member receiving any direct payment from an Affiliated Institution not approved for faculty with Full-time or Part-time BCM appointments should hold a Voluntary appointment qualified by the prefix "Adjunct" rather than "Clinical".

The qualified rank within BCM cannot be higher than that of the rank held by the faculty member at that person's "home" institution. An "Assistant Professor" at Rice University, for example, cannot hold a BCM title of "Adjunct Associate Professor". The BCM title can be "Adjunct Assistant Professor" or "Adjunct Instructor".

A person employed at a non-profit, non-academic, research-oriented institution (Salk Institute for Biological Studies or Cold Spring Harbor Laboratory, for example) may hold a title qualified by "Adjunct". The level of the rank would be determined by the person's qualifications. A person with this background and current employment should have an ongoing involvement with a BCM program to justify an academic appointment with BCM.

c. Visiting

A person who is visiting the College for an extended period and who is paid directly by his/her home institution, by another external agency such as a foreign government or by private funds may hold a Voluntary BCM appointment qualified by the prefix "Visiting".

The prefix "Visiting" implies that the person's contribution is for a defined duration, often less than a year. If a person is to "visit" the College in excess of twelve months, consideration should be given to a Full-time or Part-time, non-tenured appointment, such as Instructor or Assistant Professor (non-tenure track), rather than being given a title which includes a “Visiting” prefix. Although an appointment could also be made at the rank of Associate Professor (non-tenured) or Professor (non-tenured), these actions require approval by the FAP Committee.

A person holding an academic title at an institution distant from Houston may hold a BCM "Visiting" rank at the same or lesser rank held at the home institution.

A person with appropriate qualifications who is unemployed may also be recommended for a short-term or defined-period appointment with a “Visiting” title.

If the person is an international visitor, his/her activities must be undertaken in accordance with the person’s visa status. All international faculty, regardless of their appointment designation, must comply with the policies and procedures of the College’s International Services Office.

A visitor who is paid through the College cannot hold a Voluntary appointment. Such paid visitors should bear a non-tenure track title and should hold a Part-time, salaried appointment rather than a Full-time appointment.

C. PAY STATUS
There are three classes of pay status: **salaried**, **hourly** and **unpaid** through the College.

**Full-time appointments** include faculty who are **salaried** or those who are **paid through an Affiliated Institution** and make "full time" efforts towards the College. A person who is employed by the VAMC, for example, usually holds a Full-time, unpaid appointment with the College. A Full-time appointment cannot be paid hourly.

**Part-time appointments** include those who are **salaried** on the basis of a percentage of an annual salary, or are **paid hourly**. If a faculty member is paid primarily by an Affiliated Institution with a minor salary source from BCM, the person holds a Part-time, salaried College appointment with the College. If the person is a Part-time employee of an Affiliated Institution and a Part-time employee of the College, the designation is a Part-time, salaried appointment. A Part-time, hourly designation is also possible.

Those with **Voluntary appointments** receiving no payment through either the College or any of its Affiliated Institutions have a pay status of "**unpaid** through the College".

### D. USE OF TITLES

1. **Titles and Ranks**

   An academic title for a **Full-time or Part-time appointment** consists of two parts: **the rank and a departmental assignment**. For example: Assistant Professor of Medicine.

   A title for a **Voluntary appointment** must also include a **prefix which qualifies the rank**. For example: Clinical Assistant Professor of Medicine, Adjunct Assistant Professor of Medicine, or Visiting Assistant Professor of Medicine. Voluntary Faculty must use the qualifying prefix "Clinical", "Adjunct" or "Visiting" in all uses including the word “BCM”.

   Academic titles without any reference to tenure status may be used by faculty in identifying their positions either within the College or external to it.

   Some titles may also include a **specialty designation** particular to a given Academic Unit that is not part of the College's formal sequence of titles. For example: Assistant Professor of Experimental Medicine, Assistant Professor of Medicine (Gastroenterology), or Assistant Professor of Sociology in Physical Medicine & Rehabilitation. Such designations may be used within the department but they should not appear in any context external to the College since they are not official academic titles for the College.

   Although some institutions may use the term "Visiting Scientist" or "Adjunct Scientist," these designations cannot be used for BCM appointments. The only titles allowed for external and/or official use are those described in this policy.

2. **Emeritus Designation**
The Emeritus title is not designated automatically. When a senior-level faculty member elects retirement, the Head of the Academic Unit may recommend that an Emeritus designation be awarded.

Tenured professors with at least one year of service at BCM and tenured associate professors with at least ten years of service at BCM and who have remained on active status until retirement may be eligible for an “Emeritus” appointment. This designation may be made upon retirement following recommendation by the Head of the Academic Unit in which the candidate has his or her primary appointment and upon formal action by the President and the Board of Trustees.

Tenured professors who have served the College with special distinction at BCM for at least 10 years and who have remained on active status until retirement may be eligible for a “Distinguished Emeritus” appointment upon retirement and upon recommendation of the Head of the Academic Unit in which the candidate has his or her primary appointment and formal action of the Faculty Appointments and Promotions Committee, the Academic Council, the President, and the Board of Trustees.

Non-tenured faculty members at the rank of Professor (non-tenured), Associate Professor (non-tenured), Voluntary Clinical Professor, and Voluntary Clinical Associate Professor who have demonstrated exemplary service to the College for at least 10 years and who have remained on active status until retirement may be eligible for an “Emeritus” appointment upon retirement and upon recommendation of the Head of the Academic Unit in which the candidate has his or her primary appointment and formal action of the Faculty Appointments and Promotions Committee, the Academic Council, the President, and the Board of Trustees.

Usually the “Emeritus” designation is affixed to the title held prior to retirement. For example, a faculty member with the title “Professor” would become “Emeritus Professor”.

The Emeritus designation shall remain in effect unless withdrawn in BCM’s sole discretion or upon death of the individual.

Upon the conferral of Emeritus status in the Primary Academic Unit, joint appointments will automatically be re-designated as “Emeritus” at the rank previously held in the secondary department, unless the secondary department requests a termination of the joint appointment.

Ceremonies or acknowledgements of the service of the individual granted emeritus status are at the discretion of the Head of the Academic Unit and colleagues of the retiring faculty member.

**Pay Status for Emeritus**

Since Emeritus faculty have retired from the College, they usually do not receive direct support from the College; however, it is possible for an Emeritus faculty member to receive a small payment for continued services. Thus, Emeritus faculty may have pay statuses of salaried, hourly, or unpaid through the College.
E. TENURE STATUS DESIGNATION

Per the Faculty Bylaws, tenure is a commitment only to unqualified appointments of Associate Professor (tenured) or Professor (tenured) and does not accrue to persons serving in the rank of Instructor, Assistant Professor (tenure track), Assistant Professor (non-tenure track), Associate Professor (tenure track), Associate Professor (non-tenured) or Professor (non-tenured) regardless of length of service. Tenure does not apply to Voluntary appointments qualified by the prefixes Adjunct, Clinical, or Visiting.

All ranks above that of Instructor for Full-time or Part-time appointments must include a tenure designation (tenured, tenure track, non-tenured, or non-tenure track) as part of the official rank. This “tenure rank” appears in letters of appointment and in the internal records of the College.

Appointments at the rank of Assistant Professor include the tenure ranks of Assistant Professor (tenure track) and Assistant Professor (non-tenure track). The ranks of Associate Professor or Professor include the tenure ranks: Associate Professor (tenured), Associate Professor (tenure track), Associate Professor (non-tenured), Professor (tenured), or Professor (non-tenured).

As noted, the rank of "Instructor" does not have a corresponding tenure designation. Ranks for Voluntary appointments do not include a tenure designation.

F. TENURE CLOCK

Per the Faculty Bylaws, a person at the rank of Assistant Professor (tenure track) must be considered for promotion to the rank of Associate Professor (tenured) within nine years of the date of the initial appointment at (or promotion into) the rank of Assistant Professor (tenure track) and a person at the rank of Associate Professor (tenure track) must be considered for promotion to the rank of Associate Professor (tenured) within three years of the date of the initial appointment at (or promotion into) the rank of Associate Professor (tenure track). The three years for the latter rank of faculty must occur within the nine years following initial appointment to the rank of Assistant Professor (tenure track). If the rank of Associate Professor (tenure track) is the initial tenure track appointment at the College, tenure must be awarded within three years of appointment. If not promoted to tenure, the faculty member must be terminated, transferred to equivalent rank (non-tenure track), submitted for promotion to next rank (non-tenured), or, if time is remaining on the tenure clock and deficiencies are corrected, the faculty member can be recommended again for promotion to Associate Professor (tenured) before the tenure clock is over.

The nine-year or three-year "tenure clock" continues if the faculty member takes a leave of absence during this period and returns to the College; however, if the leave of absence qualifies under the Family and Medical Leave Act, the tenure clock stops for the duration of the leave and starts again when the leave ends.
Once designated as Assistant Professor (tenure track) or Associate Professor (tenure track), the faculty member cannot be changed to a non-tenure track or non-tenured rank unless there are compelling reasons to do so and the faculty member is informed of the reasons.

Faculty transitioned from tenure track to non-tenured positions cannot be considered for promotion to a tenure track or tenured position without a compelling reason approved by Faculty Affairs and the academic head of Faculty Affairs.

A person who moves from a Full-time (tenure track) faculty rank to a Voluntary faculty rank and returns to the (tenure track) rank would have the initial appointment date, rather than the return or re-appointment date, control the interval for consideration for the tenured position.

A person who leaves the Full-time faculty without becoming a member of the Voluntary faculty must be newly appointed if returned to the Full-time faculty, and his/her tenure clock would be "restarted" with the new appointment rather than continued from the time of a previous appointment as Assistant Professor (tenure track) or Associate Professor (tenure track).

If an Assistant Professor (tenure track) or Associate Professor (tenure track) transfers from department "A" to another department, "B", either with or without a previous secondary appointment in department "B", the tenure clock is not restarted; it retains the tenure date from department "A".

A person at the rank of Assistant Professor (tenure track) or Associate Professor (tenure track) may be proposed for the rank of Associate Professor (tenured) before the completion of the nine-year or three-year interval.

G. FACULTY APPOINTMENTS

1. Non-tenured / Non-tenure track Appointments

Per the Faculty Bylaws, non-tenured appointments shall be made on the recommendation of the Head of the Academic Unit to the President. The College-wide Faculty Appointments and Promotions (FAP) Committee reviews all requests for appointment at the rank of Professor (non-tenured) and Associate Professor (non-tenured) and makes its recommendations to the Academic Council, which in turn makes its recommendations to the Board of Trustees, prior to final confirmation of an appointment.

All other appointments to non-tenure track ranks, including Assistant Professor (non-tenure track) and Instructor, are approved by the President. Once the appropriate approvals are secured, the offer letter signed by the President of the College is the official offer made on behalf of the College. Although the Academic Unit may correspond with the candidate in order to outline the department’s expectations of the new faculty member, the letter signed by the President of the College is the official offer made on behalf of the College.

2. Tenure Track Appointments
New appointments to tenure track, regardless of level, must be approved by the President. Offer letters to tenure track faculty should be signed by the Chair and President and copies of the signed offer letter (including seed schedules if relevant) should be maintained in the department, the Office of Faculty Affairs, and Records (Human Resources).

The offer letter signed by the President is the official offer made on behalf of the College. Although Chairs and Section Chiefs will communicate with newly hired faculty about their recruitment offer, only the letter signed by the President is the official offer made on behalf of the College.

3. **Tenured Appointments**

New appointments to tenure, regardless of level, must be approved by the President. Offer letters to tenured faculty should be signed by the Chair and President and copies of the signed offer letter (including seed schedules if relevant) should be maintained in the department, the Office of Faculty Affairs, Records (Human Resources) and the Office of General Counsel.

Appointments at the level of **Associate Professor (tenured)** or **Professor (tenured)** require review and approval by the FAP Committee, the Academic Council, and the Board of Trustees. Once the appropriate approvals are secured, the offer letter signed by the President of the College is the official offer made on behalf of the College. Although Chairs and Section Chiefs will communicate with newly hired faculty about their recruitment offer, only the letter signed by the President of the College is the official offer made on behalf of the College.

4. **Voluntary Appointments**

The Voluntary faculty vary in their contributions to the efforts of the College. Each Academic Unit may designate within the internal records of the College certain faculty who provide less effort than others as having "Voluntary (Courtesy)" appointments. Each Voluntary faculty member is expected to provide some direct effort to the missions of the College or an Affiliated Institution.

A member of the Voluntary faculty may reach “retirement age” yet still participate in the activities of a BCM Academic Unit, albeit at a reduced effort. The Academic Unit may choose to designate, for the College's internal records, that the Voluntary title bear the addendum (Retired) – for example, Clinical Associate Professor (Retired). This designation may be made through a Letter of Request outlining the continuing, reduced efforts expected of the Voluntary faculty member.

A request may be made for an appointment at a corresponding Voluntary title, with or without the (Retired) designation, for a faculty member who retires from the Full-time or Part-time faculty without an Emeritus designation.

**Voluntary Faculty Appointment**
Since members of the Voluntary faculty often apply to the College for an appointment, Voluntary candidates must satisfy specific written requirements of the Academic Unit in which the appointment is to be held:

- Candidates must provide evidence of proper training for the position to which he or she applies, but this may not necessarily require certification by the respective specialty board.
- Candidates must demonstrate appropriate moral, ethical, and humanitarian characteristics.
- Candidates must exhibit potential for contribution to the overall program in one or more of the areas of clinical care, teaching, and research.

The Academic Unit may establish additional written requirements for appointments.

**Re-Appointment of Voluntary Faculty**

Voluntary faculty appointments are made annually. Re-appointment of Voluntary faculty is not assured by the College and may be denied if the Primary Academic Unit chooses not to re-appoint individuals who do not provide applicable service towards the department’s missions. The following guidelines should be considered for Voluntary Faculty re-appointments:

- Continued satisfaction of the requirements for initial appointments.
- Evidence of scholarly activities in BCM or the affiliated hospitals.
- Attendance and active participation in departmental or divisional conferences.
- Teaching contribution in the departmental or divisional educational programs.
- Principal or participating investigator on projects which are important to biomedical science.
- Assignment to standing and/or ad hoc committees of the Academic Unit or BCM.
- Special activities supportive of the Academic Unit other than teaching, research, and patient care. These may include development, public information, professional information, and public service.

The Academic Unit may establish additional written requirements for reappointment.

5. **Secondary Appointments**

A faculty member may hold a secondary appointment in addition to the primary appointment. Multiple secondary appointments are permitted if the faculty member contributes significant effort to each Academic Unit in which a secondary appointment is to be held.

The academic rank in a secondary department cannot be higher than that held in the primary department.

It is not mandatory that a secondary department request a promotion to coincide with the action of the primary department.

A faculty member holding either a Full-time or Part-time appointment in the Primary Academic Unit cannot hold a qualified (Voluntary) rank in any secondary department; such an individual
must hold an appropriate unqualified rank in the Secondary Academic Unit. A person who holds a Voluntary appointment in the Primary Academic Unit may hold Voluntary appointments with the same prefix and at the same or lower rank in a secondary department.

6. Concurrent Holding of Position of Clinical Fellow

In general, a "Clinical Fellow" is in a training/educational mode and may receive a stipend while engaged in these learning activities. A faculty member, on the other hand, performs a service (teaching, clinical, or research) on behalf of the College and may receive a salary for this service. However, there may be a valid reason for a person who holds the position of "Clinical Fellow" to bear simultaneously a faculty title. If the conditions given below are met, such a person may hold the Voluntary rank of Clinical Instructor.

In order to hold these separate, simultaneous appointments as a Clinical Fellow and as a Clinical Instructor, the following conditions must be documented in a departmental request sent to the President of the College:

- There must be a clear need for the service to be provided by the fellow in his/her capacity as a member of the faculty.
- If the service is to be carried out in one of the affiliated hospitals, the fellow must currently hold an individual license to practice medicine in Texas and the fellow serving in his/her capacity as a member of the faculty must be credentialed for hospital privileges.
- Approval by the Graduate Medical Education Office.

The request for the appointment of a Clinical Fellow must be processed by the Graduate Medical Education Office. A companion or subsequent request for the faculty appointment would be processed by the Office of Faculty Affairs. The request should follow the appropriate procedures for the Voluntary rank of Clinical Instructor. This appointment would automatically be designated as a Voluntary (Courtesy) appointment.

Under rare and exceptional circumstances it may be necessary to provide part-time salary support to a person who is primarily a Clinical Fellow. The normal appointment of a Clinical Instructor is that of an unpaid voluntary member of the faculty; the title of a Part-time (paid) member of the faculty would be that of an Instructor. In order to be a Part-time (paid) Instructor while holding the paid non-faculty position of Clinical Fellow, the person must:

- Have a valid Texas license for the practice of medicine, and
- Must carry malpractice insurance as would other faculty members who are not Clinical Fellows.

The request should follow the appropriate procedures for the rank of Instructor and be approved by the Graduate Medical Education Office.

An Academic Unit requesting a concurrent Clinical Fellow position for a current faculty member must consider the separate work requirements of the faculty position and clinical fellowship and
employment benefit coverage. For example, according to Human Resources, faculty benefits can only be retained if the Clinical Fellowship is non-paid. As such, the request must also be approved by the Graduate Medical Education Office and Human Resources. These approvals must be documented in the chair letter. The faculty member may retain their current faculty title during the clinical fellowship. If there is a change in title, academic time, or pay status, the appropriate faculty procedures must followed.

A Postdoctoral Associate or Research Associate cannot hold a simultaneous faculty appointment. In rare instances, a faculty appointment for a Postdoctoral Fellow may be appropriate. Please contact the Office of Faculty Affairs if a faculty appointment for a Postdoctoral Fellow is deemed necessary by departmental leadership.

H. FACULTY PROMOTIONS

It is the responsibility and prerogative of the Chair of the department of the primary academic appointment to recommend promotion. For faculty members with appointments in Centers, the Center Director and the appointing department Chair should jointly recommend promotion. Recommendation for promotion should be based on the individual's educational contributions, clinical activities, basic and clinical research, and other scholarly activities. Definitions of excellence for tenure in each of the missions can be found in later sections of this document and were developed by a faculty committee under the auspices of the Faculty Appointments and Promotions Committee and reviewed by Academic Council. Further guidelines can be found in the BCM Faculty Appointments and Promotions Procedures document.

1. Non-tenured / Non-tenure track Promotions

These promotions include:

- from Instructor to Assistant Professor (non-tenure track)
- from Assistant Professor (non-tenure track) to Associate Professor (non-tenured)
- from Associate Professor (non-tenured) to Professor (non-tenured)

For promotion to Assistant Professor (non-tenure track) there is no review by the FAP Committee. The FAP Committee does review all promotions to Professor (non-tenured) and Associate Professor (non-tenured). There is no time limit on how long a faculty member can serve at the rank of Associate Professor (non-tenured) or Professor (non-tenured).

2. Tenure Track Promotions

These promotions include:

- from Instructor to Assistant Professor (tenure track)
- from Assistant Professor (non-tenure track) to either Assistant Professor (tenure track) or Associate Professor (tenure track)
- from Assistant Professor (tenure track) to Associate Professor (tenure track)
There is no time limit on how long a faculty member can serve at the rank of Instructor and Assistant Professor (non-tenure track). The restrictions for time at rank for tenure track faculty are described in section F, “Tenure Clock”.

The FAP Committee does review all promotions to Associate Professor (tenure track).

3. **Tenured Promotions**

These promotions include:

- from Assistant Professor (non-tenure track) or (tenure track) to Associate Professor (tenured)
- from Associate Professor (non-tenured) or (tenure track) to Associate Professor (tenured)
- from Associate Professor (non-tenured), (tenure track) or (tenured) to Professor (tenured)

The FAP Committee reviews all appointments and promotions to the rank of Associate Professor (tenured) or Professor (tenured).

A person at the rank of **Assistant Professor (non-tenured)** may be proposed for promotion to the rank of **Associate Professor (tenured)** at any time during his/her appointment with the College. Failing promotion from Assistant Professor (non-tenure track) to Associate Professor (tenured), the alternatives include: remaining within the rank; submitting a request for promotion to the rank of Associate Professor (non-tenured), or terminating the appointment with the College.

A person at the rank of **Associate Professor (non-tenured)** may also be proposed after any interval for the rank of **Associate Professor (tenured)**. A person who fails to be promoted from Associate Professor (non-tenured) to Associate Professor (tenured) may remain at the rank of Associate Professor (non-tenured), request for promotion to the rank of Professor (non-tenured), or terminate the appointment with the College. This action does not preclude a later request for a promotion, should deficiencies be corrected.

**Denial of Promotion Recommendations**

As noted above, should the recommendation for promotion of a faculty member from the rank of Assistant Professor (tenure track) or Associate Professor (tenure track) to the rank of Associate Professor (tenured) be denied, the faculty member may be terminated from employment by the College, may be transferred to a non-tenure track position such as Assistant Professor (non-tenure track) or a non-tenured position such as Associate Professor (non-tenured).

Although the FAP Committee in its review of a request for promotion to the rank of Associate Professor (tenured) may not approve such a request yet recommend that a promotion be made to the rank of Associate Professor (non-tenured), the Head of the Academic Unit must make a separate request for such a promotion. If this action is not requested and approved, the faculty
member's employment must be terminated. In this process, the faculty member retains his/her rights in accordance with the Faculty Grievance Procedures.

Failing promotion to the rank of Professor (tenured), a request cannot be entertained for promotion from the rank of Associate Professor (tenured) to the rank of Professor (non-tenured). Such an action would, in effect, "remove" the tenure status which was formerly granted. After an interval during which deficiencies may be addressed, a new request for promotion to the rank of Professor (tenured) may be submitted. Faculty may elect to request promotion from the rank of Associate Professor (tenured) to Professor (non-tenured) with concomitant surrendering of tenure. Academic Unit heads should confer with Faculty Affairs about such requests.

Failing approval of a request to promote a person from the rank of Associate Professor (non-tenured) to Professor (tenured), a new request may be made to promote to the rank of Professor (non-tenured). This new request is subject to review by the FAP Committee; however, a second, formal review would not be required if in its original review the FAP Committee recommended a promotion to the rank of Professor (non-tenured).

4. Voluntary Faculty Promotions

A Voluntary faculty member may at any time be recommended for a promotion from a rank qualified by the prefixes Clinical or Adjunct to the next higher level in the sequence: X Instructor, X Assistant Professor, X Associate Professor and X Professor, where X represents the qualifying prefix.

Given the nature of a Visiting appointment, it is unlikely that a request for a promotion would be appropriate for those holding titles with this prefix.

A person should not be recommended for promotion from one series to another, e.g. from Clinical Instructor to Adjunct Assistant Professor. If a BCM Voluntary faculty member also holds a Full-time appointment at another academic institution, a BCM promotion cannot be requested without a previous co-lateral promotion at the home institution.

Requests for promotion of Voluntary faculty do not require a review by the FAP Committee. Promotion of faculty, especially those who hold Clinical appointments and who are not Full-time faculty at other academic institutions, should be based on the individual's teaching, clinical efforts, basic and clinical research, and other scholarly activities conducted on behalf of the College or its Affiliated Institutions.

**Voluntary Faculty Appeals Process**

Any action involving members of the Voluntary Clinical faculty, including the granting or denial of initial appointment, renewal of appointment, promotion or other action, may be appealed in accordance with the Clinical Voluntary Faculty Grievance Procedures.
5. **Secondary Promotions**

A promotion cannot be requested by a secondary department for a rank that is higher than that of the primary appointment.

I. **GUIDELINES FOR TENURED APPOINTMENTS/PROMOTIONS**

Appointment or promotion to tenure is based on documentation of excellence in a primary mission with evidence of good to excellent performance in at least one of the other academic mission areas of education, research, and patient care. In rare instances, a candidate may be recommended for promotion for superlative contributions and excellence in a single mission. Definitions of excellence in each mission and the criteria for evaluating performance in each of the missions can be found below in sections (a) and (c). Each request for tenure should indicate in which of the mission areas the candidate’s excellence forms the basis for promotion. Pathways in all missions – Research and Education, Research and Patient Care, or Education and Patient Care – are possible.

**Scholarship** is a required condition of awarding tenure. Scholarship is defined as intellectual work that is validated by peers and communicated beyond the College. It may involve discovery of new knowledge, development of new technologies, methods, or materials, and/or synthesis of information leading to new insights. Scholarship is most often evidenced by published works in scholarly journals and textbooks or production and dissemination of enduring, high-quality educational materials.

**Service Contributions**

International, national, regional, local, community, and College service is expected of all faculty and is an important consideration in all appointments and promotions, not just for those recommended for tenure. The FAP Committee expects to see documented evidence of such service, although service is not adequate as the sole basis for promotion. Examples of service activities include:

- Service on major, school-wide, BCM committees such as Institutional Review Board, Animal Care and Use Committee, Admissions, Graduate Medical Education, etc.
- Service on departmental committees such as faculty recruitment and promotion, graduate admissions, graduate education, etc.
- Leadership roles in national or international professional organizations.
- Service on national, regional, or state professional committees or agencies.
- Extensive community service.
- Attestations of helpful service as active member of department, college, or hospital clinical committees.
- Current faculty positions at other academic institutions.

**Education Portfolio**

It is expected that most faculty recommended for the ranks of Associate Professor (tenured), Professor (tenured) or Professor (non-tenured) will have educational contributions. Such
contributions are an important component of the promotion decision made by the FAP Committee. The FAP Committee must judge quantity of teaching – for example, whether the educational activities are a major, moderate, or minor proportion of time and effort and more importantly, whether or not the quality is below average, average, above average, or outstanding. Therefore, a recommendation for the ranks of Associate Professor (tenured), Professor (tenured) or Professor (non-tenured) must include an Education Portfolio unless the candidate has no teaching activities. The Portfolio must state the quantity of contributions (how long the person has performed the various activities or taught the various topics, the number of learners, etc.), and describe the specific role of the faculty member. It must also include, if applicable, a quantitative summary of all teaching critiques and reviews by students and peers. If assessments of the outcomes of the teaching are available, these should be included in the portfolio. Formal recognition of quality, such as criterion-based or competitive awards, should be in the CV but should be listed again in the Portfolio. It may include anything else that might address the quality of the candidate's teaching activities. A form for the Education Portfolio has been devised to assist in compiling these data [see this link] and should accompany the curriculum vita. There may be up to three letters addressing the quality and/or quantity of the candidate's teaching from internal referees. These referees could be course directors for courses in which the candidate teaches, former medical or graduate students, former postdocs or residents, directors of clinics, directors of residency programs, directors of graduate programs, Deans, faculty colleagues, or any other source. These letters are not required and are different from the usual outside letters addressing the overall promotion. Mentoring students and postdocs in the research environment and mentoring fellows, residents, and medical students in the clinic are important forms of educational contributions at BCM.

a. Faculty Whose Primary Focus Is Research

Research is one of the major components of the BCM mission, together with Patient Care and Education. The reputation of a medical school is based to a large extent on its research excellence. High standards for awarding promotion with tenure on the basis of research derive from the goal of establishing BCM as a top tier medical school. The following guidelines illustrate the kinds of information and documentation that are considered by the FAP Committee in the review process. The Committee does not expect an individual to have contributions or achievements in all of the criteria listed; however, in-depth documentation of any contribution should be included in the recommendation package from the department to the FAP Committee. Some accomplishments have greater impact than others in the evaluation process and these guidelines reflect the “weight” of an achievement by classifying the criteria as “Primary, Secondary, and Additional Documentation”.

Documentation of Research Excellence

Research accomplishments of tenured faculty should demonstrate not merely competence and ongoing activity, but demonstrable leadership, as documented by both quantity and quality of research publications, by successful competition for research funding, by participation in research dissemination at the national and international level, and by recognition of those
accomplishments from leaders in the field. Candidates for promotion with tenure at BCM should demonstrate research accomplishments comparable to those required for awarding tenure at other top tier medical schools. An emerging or established national reputation in the area of research is a prerequisite for promotion to Associate Professor with tenure while an emerging or established international reputation in the area of research is a prerequisite for promotion to Professor with tenure. Letters from nominators should include evidence of both an external peer review (letters from colleagues outside of BCM) and a specific description of the departmental internal review process including a letter from the chair of the Internal Review Committee which includes statements (preferably anonymous) of the conclusions of the members of the Internal Review Committee that supported the recommendation for promotion.

**Primary Documentation of Research Excellence**

1. Outstanding publication record including contributions to top peer reviewed journals typically identified as a primary contribution of the nominee’s laboratory or clinical study by first, co-first or last authorship. Papers in more prominent journals in the investigator’s field should be given more weight than those in lesser journals in their field. The citation index for specific papers should be viewed as an equally important criterion as the impact factor of the individual journal. For important multi-authored papers, the role of the nominee should be clearly defined, since multi-authored studies may be more common in the future.

2. Outstanding research support including at least two major grants from peer reviewed national agencies and/or renewal of one such grant. Typically, funding from the National Institutes of Health is expected. However, the investigator need not always be the principal investigator on the grant, nor does the grant have to be primarily within BCM. Instead he or she may be a co-investigator responsible for an independent project on a consortium, program project or other multi-institutional collaborative grant. Other sources of peer reviewed funding such as National Science Foundation, Department of Defense, American Cancer Society, etc. are given stronger weight than non-peer reviewed foundation/agency support. Consideration would also be given for industry sponsored support of investigator initiated trials that represent scientific creativity by the nominee.

3. Direct evidence of research impact such as local, national, or international research awards and invitations to present work at national and international meetings or to serve a visiting professorship at another academic institution. Presentation at a national meeting of a submitted abstract carries less weight than a direct invitation to speak.

4. An emerging or established national or international reputation as evidenced by external recommendations, invitations to serve on grant review panels, letters of recommendation from appropriate experts in the field without direct linkage to the nominee, as well as letters from others who may have a direct prior association.

**Secondary Documentation of Research Excellence**

1. Contributions to collaborative research study in peer reviewed journals.
2. Non-peer reviewed contributions to journals and books and other enduring materials including non-reviewed electronic publications.

3. Service on editorial boards of peer reviewed journals or other publications.

4. Other activities, including organization of regional, national or international conferences, leadership in scientific societies, and invitations to present lectures at national and international institutions outside of the nominee’s locale will also be considered.

Additional Documentation

1. Presentation of work at regional meetings or local institution.

b. Faculty Whose Primary Focus Is Education

Contributions to education, of whatever type, are extremely important at BCM. They will be given due consideration in promotions decisions, based on the nature of the contribution itself and the degree of quantity, quality, and scholarship manifest through evidence presented in the CV and referee letters. Recommendations for promotion from Academic Unit heads based on educational excellence should be based on criteria similar to those used by the Educator Recognition Awards developed by the College and accessible at the College website under Faculty Education Initiatives. The approach to selecting receipts of the Education Recognition Awards promotes objective, peer review of multiple sources of evidence about multiple types of contributions using explicitly published and nationally recognized criteria. Nominators of candidates without one of these awards must provide to the FAP Committee similar types of multiple, corroborating sources of documentation as would have been included in a Fulbright & Jaworski mini-portfolio or in a nomination or referee letter for the Presidential Award.

Recommendations for promotion should specify in the nominating letter that the candidate is being considered primarily on the basis of educational excellence and should specifically address the candidate’s primary educational contributions. The following guidelines illustrate the kinds of information and documentation that are considered by the FAP Committee in the review process. The Committee does not expect an individual to have contributions or achievements in all of the criteria listed; however, in-depth documentation of any contribution should be included in the recommendation package from the department to the FAP Committee. Some accomplishments have greater impact than others in the evaluation process and these guidelines reflect the “weight” of an achievement by classifying the criteria as “Primary, Secondary, and Additional Documentation”.

Documentation of Excellence and Scholarship in Education

Nomination letters that include evidence of an external peer review would be highly desirable. This may include letters from former trainees. These might be different from traditional letters from more senior faculty because such letters would be used to document the nominee’s educational role in the professional formation of students, residents, or practicing physicians. Letters from nominators should include a specific description of the departmental internal
review process including a letter from the chair of the Internal Review Committee which includes statements (preferably anonymous) of the conclusions of the members of the Internal Review Committee that supported the recommendation for promotion.

For tenure, letters should shed insight not only on the quantity and quality of contributions, but additionally on the educational scholarship associated with those contributions, (i.e., they have been shared effectively with colleagues to inform and enhance the practices of others including publications, presentations, etc.).

Primary Documentation of Educational Excellence and Scholarship

1. Excellence in education can be manifest with evidence of substantial quantity and quality of involvement in the process of education (e.g., serving as a teacher, mentor, evaluator, educational leader, etc.). The criteria used to establish the recipients of the Fulbright & Jaworski Faculty LLP Excellence Award in the areas of Teaching or Educational Leadership or the Barbara or the Corbin Robertson, Jr. Presidential Award for Excellence in Education represent the breadth of contributions and achievement that identify excellence and scholarship in the process of education.

These include:

a. Educational activities that inherently require greater skill and experience as an educator and/or leader (e.g., teaching at a national level, leadership as an officer in a national educational organization, membership on a licensure/certification review or test-writing committee, organizer of a major course in the Medical or Graduate School, training program or training grant, etc.).

b. Activities which can be linked directly to desired educational outcomes (e.g., teaching that contributes to pass rates on national exams, mentoring that directly impacts trainee’s success as manifest in the trainee’s publication record, job placement, receipt of awards, etc.). Simply listing students, residents or fellows in the laboratory or teaching environment is insufficient.

c. Evidence of significant quantity (e.g., contact time with learners) which can be objectively quantified and substantiated by curriculum records, records of training of graduate students and postdoctoral fellows, letters from program heads, etc.

d. Evidence of quality which is based on quantifiable learning outcomes (e.g., pass rate on tests). Peer review of quality is highly desirable and as infrastructure and opportunities for peer review are developed, this form of quality assessment should also be fully described.

2. Excellence in education and scholarship and can be manifest with evidence of substantial quantity and quality of disseminated products which promote learning (e.g., textbook chapters, review articles, examination questions for licensure exams, etc.). Criteria used to
identify recipients of the Fulbright & Jaworski Faculty LLP Excellence Award in the area of
Enduring Educational Materials represent the type of contributions and achievements that identify excellence in products that promote learning.

These include:

a. Products which are used at institutions of stature beyond the local or regional area (i.e., national or international levels) and/or the widespread use of a product at multiple institutions of and/or by multiple learner populations.

b. Evidence of quality based on peer review of the product prior to dissemination and/or reviews of the product by respected users. In this respect, peer reviewed acceptance of enduring materials for dissemination in a web-based repository (e.g., MedEdPortal) carries weight in education similar to the weight in research of peer reviewed acceptance for publication in journals, and is based on such factors as the reputation and influence of the web-based repository or research journal within the field.

c. In addition to disseminating enduring materials as described above, scholarship of education can be manifest with evidence of substantial engagement with and influence on relevant communities of medical and graduate level educators (e.g., peer reviewed presentations or publications about innovative methods and outcomes at regional, national, or international professional societies).

3. Documentation of excellence and scholarship linked to educational research. The criteria used to identify the recipients of the Fulbright & Jaworski Faculty LLP Excellence Award in the areas of Educational Research represent the types of documentation of excellence in educational research.

These include:

a. Educational research which addresses priority areas in medical and graduate education at the local, regional, national, or international levels and/or which leads to improved understandings about new directions to resolve or minimize the negative impact of such issues (e.g., experimentation with innovative instructional methods such as team learning or interventions to protect quality teaching in a busy clinical service).

b. Funding from national sources to promote educational scholarship.

c. Multiple studies and multiple forms of dissemination of those studies. Playing a primary role in the design and execution of the study and/or in the analysis and reporting of the results.

d. Evidence of quality based on peer review of the research methods, results and their presentation, whether in a written form as in publications or in oral form as in talks or posters at professional meetings. This includes evidence that the research has led to
changes in the practices, assumptions, goals, and values shared by members of the educational community. Such evidence is often presented in referee letters.

**Secondary Documentation of Educational Excellence**

1. Recognition for quality of contribution in educational activities based solely on learner assessment. This includes receipt of the McGovern Outstanding Teaching Award, the Marc Dresden Excellence in Graduate Education Award, and other similar student selected teaching awards in individual programs and departments.
2. Activities requiring less specialized skill and experience (e.g., serving as assistant course director, making grand round presentations, lecturing to small groups, or leading a small group).
3. Evidence that is only indirectly linked to learning outcomes.
4. Educational Products only used locally.
5. Acceptance of educational products for dissemination in non-peer reviewed venues (e.g., non-peer reviewed conference presentations, posters, websites, etc.).
6. Educational research not clearly linked to areas of priority.
7. Funding for educational scholarship from local or regional sources.
8. Playing a secondary role in research activities.

**Additional documentation**

1. Evidence of contribution (i.e., quantity) without associated evidence of quality.
2. Documentation that the nominee has developed educational or clinical material for patients or public.
3. Documented and positively-evaluated service as a clinical mentor/advisor for residents, students or fellows.
4. Evidence that the nominee has served as organizer of a CME program related to area of expertise.

c. **Faculty Whose Primary Focus Is Patient Care**

BCM includes excellence in clinical service in its mission statement and patient care is a major part of the College’s responsibilities. Excellence in patient care is essential for the College to achieve the status of a top medical school in this country. The following guidelines illustrate the kinds of information and documentation of excellence in patient care that are considered by the FAP Committee in the review process. While an individual may not have contributions or achievements in all of the criteria listed, in-depth documentation of any contribution should be included in the recommendation package from the department to the FAP Committee. Some accomplishments have greater impact than others in the evaluation process and these guidelines reflect the “weight” of an achievement by classifying the criteria as “Primary, Secondary, and Additional Documentation”.

**Documentation of Excellence in Patient Care**
Letters from nominators should include evidence of an external peer review (letters from colleagues outside of BCM) and a specific description of the departmental internal review process including a letter from the chair of the Internal Review Committee which includes statements (preferably anonymous) of the conclusions of the members of the Internal Review Committee that supported the recommendation for promotion.

**Primary Documentation of Excellence in Patient Care**

1. Documentation of outstanding clinical expertise
   a. Peer review that specifies clinical contributions and documents excellence of clinical skills/care. Referees from other BCM departments, other hospitals, and other academic medical centers which specify and elaborate the practitioner's outstanding clinical abilities and the clinician's desirability as a referral resource are necessary (such recommendations have greater impact than statements by the nominator or other department members). Local referees who have direct knowledge of the nominee's clinical abilities or regional and national referees who make referrals to the clinicians are desirable.
   b. Evidence of innovations that improve patient care that have been developed or enhanced by the clinician.
   c. Benchmarked outcomes of patient care (when appropriate and available).
   d. Confirmation of clinical consultations outside the practitioner's own clinical site.
   e. Documentation of specialty certification(s) issued by a board that is a member of the American Board of Medical Specialties or the Bureau of Osteopathic Specialists Board.
   f. Directorship of a major clinical service.

2. Documentation of clinical scholarship
   a. First or senior authorship of peer reviewed clinical articles.
   b. Documented major role in interdisciplinary clinical conferences at local, regional, or national education or care management meetings.
   c. Documentation of the development of new materials for clinical care, such as protocols that define clinical pathways, guidelines, or algorithms.
   d. Positively-evaluated participation as faculty in workshops designed to help other clinicians obtain new clinical skills.
   e. Documentation that referrals from this practitioner's practice play a critical/essential role in implementing clinical trials or providing subjects for other practitioners' clinical trials.

**Secondary Documentation of Excellence in Patient Care**

1. Evidence of leadership role in a major BCM clinical program or division beyond providing clinical service, such as a leadership role in clinical trials.
2. Edited or authored books.
3. Review articles in peer reviewed or non-peer reviewed journals.
4. Positive evaluations of frequent clinical presentations at departmental or same specialty CME conferences.
5. Published case reports in peer reviewed or non-peer reviewed journals.

**Additional Documentation**

1. Documentation that the nominee has developed educational/clinical material for patients or public.
2. Evidence of playing major role in forming the curriculum of a clinical program, such as a fellowship or residency.
3. Positive evaluations by trainees in a clinical practice.

**J. REQUIRED DOCUMENTS/INFORMATION FOR FACULTY APPOINTMENTS/PROMOTIONS**

1. **Effective Date**

   The materials for the initial appointment should be transmitted to the Office of Faculty Affairs well in advance of the requested effective date of the appointment. Requests for retroactive appointments and promotions will not be approved for an effective date more than 30 days prior to the date of submission unless the extenuating circumstances for such an action are documented within the letter of request.

   The earliest effective date for actions reviewed by the FAP Committee is the first of the month following the FAP Committee review date, even though the Academic Council and the Board of Trustees have not yet approved the action by this proposed effective date.

2. **Letter of Request**

   The Letter of Request must be prepared and/or signed by the Head of the Academic Unit. This letter should include the Academic Unit head's description of the expected functions to be performed by the faculty member and an evaluation of the person's qualifications to accomplish these functions. This Letter of Request should be addressed to the President of the College.

3. **Record of Professional Training & Experience (RPTE)**

   The RPTE form is available on the Faculty Affairs BCM intranet website. It must be completed and signed by the candidate. Forms omitting the data or the candidate's signature will be returned to the Academic Unit for completion.

4. **Verification of Training**

   Each Academic Unit, as part of its recruitment process, must verify the candidate's education and training credentials. This verification may be accomplished through communication with the person's mentor(s). An official transcript of highest degree earned is required for all new faculty appointments with the exception of voluntary appointments. [Instructions for the]
transcript requirement can be found on the Faculty Affairs website. This documentation must be included in the candidate's package which becomes part of the College's permanent record for the appointment.

5. Request for Faculty Appointment/Promotion (RFAP)

The RFAP form is available on the Faculty Affairs BCM intranet website. This form must be completed by the Academic Unit and signed by the Head of the Academic Unit. The Academic Time must be indicated as Full-time, Part-time, Voluntary, or Emeritus. The appropriate tenure-designated title must be indicated. It is essential that the salary be given for appointments which would be paid through the College. If the salary comes directly from an Affiliated Institution or an external source, it should be included in the "Direct Non-BCM Salary" line of this form. If the request is for a Voluntary appointment, the complete title must be given. The Academic Unit may also indicate whether the College's internal records should designate a Voluntary appointment as a Courtesy or Retired, as described above under “Voluntary Appointments”. The salary source must be listed.

6. Curriculum Vitae

a. Appointments

A current CV must accompany all requests for appointments.

The approved BCM CV outline for appointments should be followed for all CVs submitted with requests for appointment to the rank of:

- Instructor
- Assistant Professor (non-tenure track)
- Assistant Professor (tenure track)

The approved BCM CV outline for appointments must be followed for all CVs submitted with requests for appointment to the rank of:

- Associate Professor (non-tenured)
- Associate Professor (tenure track)
- Associate Professor (tenured)
- Professor (non-tenured)
- Professor (tenured)

These ranks are reviewed by the FAP Committee. A request with a CV that is not in accord with this outline will be returned to the department.

A similar outline, described below, is used in conjunction with promotions; it includes data regarding activities undertaken during the period of an appointment with the College.
b. Promotions

The approved BCM CV outline for promotions should be followed for all CVs submitted with requests for promotions to the rank of:

- Assistant Professor (non-tenure track)
- Assistant Professor (tenure track)

The approved BCM CV outline for promotions must be followed for all CVs submitted with requests for promotions to the rank of:

- Associate Professor (non-tenured)
- Associate Professor (tenure track)
- Associate Professor (tenured)
- Professor (non-tenured)
- Professor (tenured)

These ranks are reviewed by the FAP Committee. A request with a CV that is not in accord with this outline will be returned to the department.

This CV outline is similar to the one used for appointments, with the addition of information relative to activities associated with the College.

7. National Search

A national search is required for any faculty appointment with tenure or in the tenure track or promotion with tenure or in the tenure track (if the initial appointment did not require a national search) when commitments for resources beyond salary are made by the College to the individual being appointed.

The process for the national search is outlined by each Academic Unit and approved by the College for each specific Academic Unit. The guidelines for the department’s national search process are available from each departmental office. Specific guidelines for the entire College are not mandated by the Faculty Bylaws. However, particular elements should appear in the search guidelines for each Academic Unit. These elements include but are not limited to the following:

- Methods of national circulation communicating the availability of an opening may be done through:
  - advertising in journals, periodicals and on websites appropriate to the discipline/specialty;
  - writing letters of announcement to relevant departments at other institutions;
  - using employment “fairs” at national meetings, with an appreciation that these events may not coincide with the schedule for a particular search process and would, therefore, not be used for every national search.
• In addition to any of the above methods, each department must post all openings for a national search with BCM Human Resources. This procedure allows postdoctoral fellows and associates an opportunity to participate with other national applicants in the process of faculty recruitment in disciplines related to their own fields of training.
• The Academic Units are encouraged to confirm the qualifications of anyone proposed for a BCM faculty appointment in as direct a manner as practical, such as through on-site interviews or presentations. The availability of someone within the BCM/Houston community should not prejudice the appointment of a qualified candidate who has not had an opportunity to appear in person prior to a final determination of his/her suitability for the position.
• Each department is required to adhere to the College's policies regarding affirmative action and equal employment opportunity and to honor the intent of the College to increase the diversity of its faculty.
• After committee review and evaluation at the departmental level, recommendations must be made to the Head of the Academic Unit.
• Sufficient record-keeping within the department is required to assure that evidence exists that a national search has been conducted in accord with the written and approved guidelines of the Academic Unit.

An example of a set of guidelines for a national search can be found on the Faculty Affairs website.

Exceptions to the requirement for a national search

If the College makes a commitment of resources to the individual beyond salary, a national search must be carried out. However, under some circumstances, it may not be possible or appropriate to conduct a national search. The requirement for a National Search can be waived by the Academic Head of Faculty Affairs.

8. Letters of Reference/Recommendation

Letters of reference in support of the appointment or promotion of a candidate are very important in the review process, especially that of the College-wide FAP Committee. All reference letters received must accompany the Letter of Request prepared by the Head of the Academic Unit.

A minimum of six letters are required for all FAP Committee-reviewed appointments and promotions that are at the following ranks:

• Associate Professor (tenured)
• Professor (non-tenured)
• Professor (tenured)
A minimum of **three** letters are required for all FAP Committee-reviewed appointments and promotions that are at the following ranks:

- Associate Professor (non-tenured)
- Associate Professor (tenure track)

For faculty members who have research as their primary focus, it is required that all letters will be in the **external** category. For faculty members who have patient care or education as their primary focus, external letters are preferable in most cases but may not be feasible in all cases. For Faculty members who have patient care or education as their primary focus, letters from sources within the Texas Medical Center but outside the College and letters from within the College can count towards the six required letters, although the FAP Committee must judge whether the overall packet of letters is satisfactory.

External letters must be from experts at the same or higher rank than the candidate is seeking, who were not direct supervisors or close mentors of the candidate, and who are familiar with the candidate's published or presented work and can attest to the person's national and international reputation. Recognizing that not all referees may respond promptly, and that it may be necessary to request a number of letters slightly above the six required external letters, a small number in excess of six external letters may be submitted in order to accommodate the requirement that **all letters of reference be forwarded to the FAP Committee**. Colleagues employed by an Affiliated Institution or other institution within the Texas Medical Center would be excluded as external referees. In addition to the required letters, 3-5 reference letters from current or former BCM co-workers or from former mentors targeting special areas of excellence that may not be visible to external reviewers **may** be submitted. These types of letters are appropriate sources in support of a candidate, but are different from those submitted with the Education Portfolio. Such “additional” letters may be helpful in documenting the level of scientific independence of the candidate within group activities or some special administrative role, for example. A letter (or memorandum) from the Chair of an Intradepartmental Appointment/Promotion Committee, although included with the Letter of Request, does not substitute for an external reference letter.

**Letters for Appointments and Promotions not reviewed by the FAP Committee**

**Assistant Professor (tenure track)** – Three letters are required but letters for this rank are not required to be external and are not reviewed by the FAP Committee. Although external reference letters are not required for appointment or promotion at these ranks, such documentation if obtained during the national search procedure conducted by the Academic Unit should accompany the Letter of Request to the President of the College.

The letters of reference may be solicited from sources identified by the candidate and/or by the Academic Unit in its internal procedures. The letters may be addressed to the Chairman of an Intradepartmental Committee, a designated Search Committee, or the Academic Unit. **All responses received from these sources must be included with the Letter of Request.**
Instructor or Assistant Professor (non-tenure track) – Reference letters are not required for appointment as either Instructor or Assistant Professor (non-tenure track).

Voluntary Faculty – Although reference letters are not required for actions relating to Voluntary faculty, three reference letters are needed for appointments at the rank of Clinical Professor, Adjunct Professor or Visiting Professor, if the candidate does not hold the current Full-time rank of Professor at an academic institution comparable to BCM. These letters should be submitted to the Office of Faculty Affairs.

9. Publications

Copies of the candidate's most representative publications must be included in the request for appointment or promotion to the rank of:

- Associate Professor (tenured) – three (3) publications
- Professor (tenured) – six (6) publications

Copies above the requested amount will not be accepted.

K. FACULTY APPOINTMENTS AND PROMOTIONS (FAP) COMMITTEE

The FAP Committee is a Standing Committee of the College charged with the responsibility to review and to recommend to the Academic Council all requests for initial appointments and promotions at the rank of:

- Associate Professor (non-tenured)
- Associate Professor (tenure track)
- Associate Professor (tenured)
- Professor (non-tenured)
- Professor (tenured)
- Distinguished Emeritus Professor

Advice may also be sought from this Committee for special requests for appointments to (tenure track) or (non-tenure track) ranks.

FAP Committee Meetings

This Committee meets monthly, except for the months of December and July. At the beginning of the calendar year, the Committee Chair (via the Office of Faculty Affairs) sends to the Academic Units a memorandum in which the meeting dates and deadlines for the receipt of materials are given. Detailed information is available from the Office of Faculty Affairs for the procedure for late-arriving materials. The deadline schedule is constructed to allow approximately three weeks between the receipt of materials and the date of the meeting in order to assure that the Office of Faculty Affairs can review the documents for completeness and time be allowed for review by Committee members before the meeting.
At the meeting, the Head of the Primary Academic Unit which requests the action presents the credentials of the candidate(s) and responds to questions raised by members of the Committee. For candidates with appointment in a College-level Center, the Center Director should participate in the presentation. Once the formal presentation has occurred, all Committee members from the Primary department (and Center) of the candidate excuse themselves from the meeting while the Committee discusses the qualifications of the candidate. The Committee may recommend approval or denial of the request. The Committee may also defer action in order to obtain additional information. The Committee’s recommendations are transmitted to the President, who forwards a list of approved candidates to the Academic Council for its action. All recommendations become effective upon approval of the Board of Trustees.

L. CHANGES IN FACULTY STATUS OR CHANGE OF FACULTY APPOINTMENT

1. From Full-time or Part-time Faculty to Voluntary Faculty

   A person cannot be "transferred" from a Full-time or Part-time appointment to a Voluntary faculty appointment. A new appointment must be processed.

   The Head of an Academic Unit may request the change of appointment of a Full-time or Part-time faculty member to the Voluntary faculty at an equivalent, qualified rank. Such action might be warranted if a person leaves the College but continues to interact with the Department as part of his/her private practice or while employed by another academic institution.

   Requests may be made on behalf of faculty holding any rank associated with the designations of tenure track, non-tenure track, tenured or non-tenured. The resulting Voluntary rank must be qualified by either Clinical or Adjunct. A letter requesting such a change from a Full-time or Part-time appointment to the Voluntary faculty should be addressed to the President.

   Upon termination from the Primary department, all secondary appointments are also terminated unless a Secondary Academic Unit requests that the rank of its secondary appointed faculty member be changed to a qualified (Voluntary) appointment. It is the responsibility of each secondary department to initiate all changes relating to its own secondary appointments. A faculty member may be terminated in a Primary Academic Unit and be simultaneously re-appointed in a former secondary department, which now becomes the primary department. Such a request should be initiated by the new primary department before the faculty member has departed from the previous Primary Academic Unit.

2. From Voluntary Faculty to Full-time or Part-time Faculty

   A person cannot be "transferred" from a qualified (Voluntary) appointment to a Full-time or Part-time appointment. A new appointment must be processed.

   Re-appointment
A person to be "re-appointed" when commitments for resources beyond salary are made by the College to the individual being re-appointed would not require a national search, if the previous appointment were the result of such a search, providing that this re-appointment occurs within twelve months of the faculty member's termination from the Full-time or Part-time faculty and change to the Voluntary faculty.

**Re-appointment to Tenured Status**

A current Voluntary faculty member who held a tenured appointment can be returned to the Full-time or Part-time faculty at the rank of Associate Professor (tenured) or Professor (tenured) without the action of the FAP Committee if the "re-appointment" request is made within twelve months of the person's leaving the Full-time faculty. Depending upon the duration of the interruption in Full-time status, letters of reference may not be required for a review by the FAP Committee for the re-appointment of a previously tenured member of the faculty.

A person who has left the Full-time or Part-time faculty without having a Voluntary appointment during the interim must be treated as any other new appointment, if he/she is to be returned to the Full-time or Part-time faculty.

3. **Academic Unit Transfers**

The primary appointment in a given Academic Unit may be transferred to a new primary department. The letter requesting this action must be countersigned by the Heads of both Academic Units. Normally, the rank and tenure status would remain constant. If there is a change in rank or tenure status, the appropriate procedure for a change or promotion must be followed.

M. **INTRADEPARTMENTAL RESPONSIBILITIES**

1. **Intradepartmental Committee**

Each Academic Unit is expected to have and use an internal appointments and promotion committee which reviews and recommends all tenure track and tenured appointments and promotions. Although written guidelines are not required by the Faculty Bylaws for the process by which an Academic Unit conducts its internal appointment and promotion activities, there are advantages to the faculty, especially to a junior faculty member who may hold an appointment as Assistant Professor (tenure track), to know about the process and to obtain assistance in accommodating to it. Each Academic Unit should prepare its own written guidelines, which can be based upon the example found on the Faculty Affairs website, to address these needs. These departmental guidelines should be distributed annually to all faculty members holding a primary appointment in the Academic Unit.

A departmental review of candidates to be considered by the FAP Committee is a prerequisite for promotion. A written report from the standing departmental promotions committee must be generated by the committee, submitted to the department chair and maintained as part of
the department’s permanent records. A summary of the recommendations should be included as part of the chair’s written recommendation to the FAP Committee.

An intradepartmental committee would advise the Head of the Academic Unit about admission to the ranks of:

- Assistant Professor (tenure track) when College resources beyond salary are committed
- Associate Professor (non-tenured)
- Associate Professor (tenure track) when College resources beyond salary are committed
- Associate Professor (tenured)
- Professor (non-tenured)
- Professor (tenured)
- Distinguished Emeritus Professor

2. Mentoring

Each Academic Unit is encouraged to designate senior member(s) of its faculty to assist junior faculty members in their career development at BCM. These designated mentors would work with those to be considered for promotion, especially those who hold the rank of Assistant Professor (tenure track). In Academic Units which have had some experience with a formal mentoring process, it has been found that a mutual selection procedure involving the mentor and mentee is beneficial to both parties.

When a person with an Assistant Professor (tenure track) rank is proposed for promotion to the rank of Associate Professor (tenured), the recommendations of the mentor should be useful to the Head of the Academic Unit and/or an intradepartmental committee.