

## FACULTY APPOINTMENTS AND PROMOTIONS QUICK FACTS

### BAYLOR COLLEGE OF MEDICINE HAS TWO FACULTY “TRACKS”

- **Non-tenure** (faculty appointments designated as “non-tenure track” and “non-tenured”).
- **Tenure** (faculty appointments designated as “tenure track” and “tenured”).
  - Tenure at Baylor is defined as the expectation of continued appointment as long as duties are satisfactorily fulfilled, with continuing exemplary professional, scientific and academic achievement.
  - The tenure clock for an assistant professor (tenure track) is nine years from the time of appointment.
- One’s faculty track at Baylor is designated internally in the annual appointment letter as part of the faculty rank, such as “assistant professor (non-tenure track).”

### PATHWAYS LEADING TO ACADEMIC PROMOTION

Faculty members vary in their relative levels of contribution across Baylor’s academic mission areas. In all cases, eligibility for promotion (both tenure and non-tenure tracks) is based on evidence of excellence and achievement in education, patient care and research. New appointments follow similar guidelines and standards.

Standard Pathways Research, Education, Patient Care TENURE AND NON-TENURE TRACKS	Single Mission Pathway for Patient Care NON-TENURE TRACK ONLY
<ul style="list-style-type: none"> <li>• Faculty demonstrate excellence in a primary mission area, and solid performance in a second area.</li> <li>• At least two areas are required for advancement on both the tenure track and non-tenure track, and faculty are evaluated holistically on the entirety of their contributions.</li> <li>• Tenured appointments and promotions require higher levels of scholarship, independent work or funding, and regional, national or international reputation (depending on rank and mission area); evidence of appropriate funding is a requirement for advancement with research as the primary area.</li> </ul>	<ul style="list-style-type: none"> <li>• Clinicians who are &gt;80% FTE clinical effort are eligible to use additional achievements related to patient care, in lieu of the second area required for Standard Pathways.</li> <li>• Faculty members on this pathway should demonstrate excellence in a clinical domain with high levels of professionalism and exemplary patient care productivity.</li> <li>• This pathway does not require contributions to the education or research missions; instead there is an expectation of significant other achievements in at least one of four areas: leadership, clinical expertise and reputation, healthcare quality and patient safety, and business development or influencing clinical practice.</li> </ul>

## OTHER REQUIREMENTS FOR ACADEMIC PROMOTION

<b>SCHOLARSHIP</b>	Scholarship is an expectation on Standard Pathways (education, patient care and research) and is helpful, but not required, on the Single Mission Pathway for Patient Care. Scholarship is defined as intellectual work that is validated by peers and communicated beyond the institution, such as the following. <ul style="list-style-type: none"><li>• Published works in scholarly journals and textbooks</li><li>• Production and dissemination of enduring, high-quality educational materials</li><li>• Development of new technologies, methods, or materials</li><li>• Synthesis of information leading to new insights</li><li>• Quality improvement and patient safety projects with outcomes or clinical practice guidelines</li><li>• Research or clinically related business development</li></ul>
<b>SERVICE</b>	Internal and external service contributions are expected of all faculty members, and are important considerations on all pathways. Examples include service on departmental or institutional committees, committee membership or leadership in regional or national organizations and agencies, or community service. Higher levels of service and service leadership are expected at the ranks of associate professor and professor.
<b>EDUCATION PORTFOLIO</b>	Required for the ranks of Associate Professor (tenured), Professor (non-tenured) and Professor (tenured), and is recommended for other faculty members with significant educational contributions.
<b>PATIENT CARE PORTFOLIO</b>	Required for the Single Mission Pathway for Patient Care, and is recommended for other faculty members with significant clinical contributions.
<b>PEER REVIEW</b>	Letters attesting to the qualifications and excellence of a candidate for faculty promotion are required from peers at the proposed faculty rank or higher. The letters are solicited by the department chair on behalf of the candidate.
<b>PUBLICATIONS</b>	Appointments and promotions to tenured positions require submission of copies of representative publications of the candidate.

## THE APPOINTMENT AND PROMOTION PROCESS

Appointments or promotions to the rank of Associate Professor and higher are approved at an institutional level for both tracks (non-tenure and tenure).

- Process is initiated by department chair.
- Includes institutional review by the FAP Committee (review and recommendation), Academic Council (approval) and the Baylor Board of Trustees (final action).

Recommendations for appointments or promotions to the ranks of Instructor and Assistant Professor are made by department chairs to the President.

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