

Faculty Appointment, Promotion and Tenure Committee Operating Manual

Updated November 2013

TABLE OF CONTENTS

Faculty Appointment, Promotion and Tenure Committee Operating Manual

I. INTRODUCTION	1
II. DEFINITIONS OF FACULTY	1
A. Appointments	1
1. Professor	1
2. Associate Professor	1
3. Assistant Professor	1
4. Instructor	1
B. Appointments (with prefixes).....	1
1. Visiting	2
2. Research	2
3. Adjunct	2
4. Clinical	2
C. Appointments (with suffixes).....	2
1. Public Health Practice	2
D. Appointments (with concentrations).....	2
1. Public Health Education	2
III. FACULTY APPOINTMENT, PROMOTION AND TENURE COMMITTEE (FAPTC)	2
A. Committee Type and Composition.....	2
B. Terms of Office for Committee Members.....	3
C. Charge of the FAPTC	3
D. FAPTC Role in Faculty Mentoring.....	4
IV. POLICIES	5
A. Faculty Appointment and Promotion (tenured and tenure stream).....	5
1. Tenure Stream Appointments.....	5
2. General Considerations for Appointment with and Promotion to Tenure..	5
3. Appointment as Assistant Professor (tenure stream).....	6
4. Appointment or Promotion as Associate Professor (tenured and tenure stream).....	6
a. Research Guidelines for Associate Professor (tenured and tenure stream).....	7
b. Teaching Guidelines for Associate Professor (tenured and tenure stream).....	7
c. Service Guidelines for Associate Professor (tenured and tenure stream).....	7
5. Appointment or Promotion as Professor (tenured).....	7
a. Research Guidelines for Professor (tenured).....	8
b. Teaching Guidelines for Professor (tenured).....	8
c. Service Guidelines for Professor (tenured).....	8

6. Appointment of Non-Tenure Stream Faculty to Tenure Stream Positions	9
7. Tenure Stream Faculty: Temporary Transfer Outside of Tenure Stream..	9
B. Faculty Appointment and Promotion (non-tenure stream).....	9
1. Non-Tenure Stream Appointments.....	9
2. Title and Ranks.....	9
3. Appointment as Instructor (non-tenure stream).....	9
4. Appointment as Assistant Professor (non-tenure stream).....	10
5. Appointment or Promotion as Associate Professor (non-tenure stream)...	10
a. Research Guidelines for Associate Professor (non-tenure stream)...	10
b. Teaching Guidelines for Associate Professor (non-tenure stream)...	10
c. Service Guidelines for Associate Professor (non-tenure stream).....	10
6. Appointment or Promotion as Professor (non-tenure stream).....	11
a. Research Guidelines for Professor (non-tenure stream).....	11
b. Teaching Guidelines for Professor (non-tenure stream).....	11
c. Service Guidelines for Professor (non-tenure stream).....	11
C. Appointment and Promotion of Research Faculty (non-tenure stream).....	12
1. General Considerations.....	12
2. Guidelines for appointment and promotion of Research faculty.....	12
a. Research Assistant Professor (non-tenure stream).....	12
b. Research Associate Professor and Research Professor (non-tenure stream).....	13
3. Examples of Objective Evidence of Achievements.....	13
a. Research Associate Professor (non-tenure stream).....	13
b. Research Professor (non-tenure stream).....	13
4. Options for Appointment Outside of the Research Track.....	14
a. Appointment to a Tenure Stream Position.....	14
b. Appointment to a Non-Tenure Stream Position.....	14
D. Appointment and Promotion of Public Health Practice Faculty.....	14
1. General Considerations.....	14
2. Guidelines for Appointment and Promotion of Public Health Practice Faculty.....	15
a. Instructor	15
b. Assistant Professor	16
c. Associate Professor	16
d. Professor	16
3. Alternative Options Regarding Tenure and Non-Tenure Appointment.....	16
4. Award of Tenure.....	16
E. Appointment and Promotion of Public Health Education Faculty.....	16
1. General Considerations.....	16
2. Guidelines for Appointment and Promotion of Public Health Education Faculty.....	17
a. Assistant Professor (non-tenure stream).....	17
b. Associate Professor (non-tenure stream).....	18
c. Professor (non-tenure stream).....	18
F. Search Committees.....	19
G. Joint Appointments.....	20

H. Part-Time Faculty.....	20
I. Appointments to Graduate Faculty.....	20
J. Faculty Grievances and Appeals Related to Appointment, Promotion and Tenure.....	20
V. PROCEDURES	20
A. Operating Procedures of the Faculty Appointment, Promotion and Tenure Committee	20
B. Appointments: Review Process.....	21
C. Promotions	21
1. GSPH Dossier.....	21
2. Review of GSPH Dossier for Promotion and/or Tenure.....	22
D. Timetable for Appointments and Promotions.....	23
E. Checklists	23

APPENDIX A: Checklists (Updated March 2012)

APPENDIX B: GSPH Criteria for Appointment & Promotion of Public Health Practice Faculty (February 14, 2001, Updated November 2013)

APPENDIX C: Provost Maher's memo regarding dossier preparation (January 14, 1998)

APPENDIX D: Chart - Guidelines set forth in the FAPTC Operating Manual for Tenured and Tenure Stream, Non-Tenure, and Research Faculty (March 2012)

FACULTY APPOINTMENT, PROMOTION AND TENURE COMMITTEE OPERATING MANUAL (Updated November 2013)

I. Introduction

This manual describes the policies and procedures for the appointment, promotion and tenure processes for faculty in the Graduate School of Public Health. All policies and procedures follow the guidelines of both the University as described in the *Faculty Handbook* (<http://www.provost.pitt.edu/handbook/handbook.html>) and those of the Graduate School of Public Health (GSPH) (<http://www.publichealth.pitt.edu/interior.php?pageID'56>).

Established in 1999, the Faculty Appointment, Promotion and Tenure Committee (FAPTC) is a standing committee of the GSPH Council. The authority of the FAPTC comes from the GSPH Council. The FAPTC must comply with University requirements that all individuals being considered for appointment or promotion must undergo review by their peers. Its function is to review and recommend actions to the dean and GSPH Council on all GSPH primary appointments and promotions.

II. Definitions of Faculty

A. Appointments

1. Professor

The rank of Professor with the doctoral degree recognizes the attainment of authoritative knowledge and reputation in a recognized field of learning and the achievement of effective teaching skills.

2. Associate Professor

The Associate Professor with a doctoral degree should possess an earned doctorate or appropriate professional degree and have substantial experience in teaching and research or applicable professional experience.

3. Assistant Professor

The Assistant Professor should possess an earned doctorate or appropriate professional degree.

4. Instructor

The Instructor should have an earned doctorate or the highest appropriate professional degree, or provide evidence that he or she is successfully pursuing such a degree and expects to receive it within a reasonable time.

B. Appointments (with prefixes)

1. Visiting

One whose appointment is on a temporary basis, usually for not more than one academic year.

2. Research

One whose primary assignment or contribution is investigative and who is not ordinarily expected to undertake regular teaching responsibilities.

3. Adjunct

One whose primary employment is outside an academic unit of the University, but who is fully qualified professionally and who performs on a part-time basis, duties that would otherwise be assigned to members of the full-time faculty.

4. Clinical

One whose major contribution is as a preceptor of students and trainees in clinical skills, whether within the University or in another setting.

C. Appointments (with suffixes)

1. Public Health Practice

Faculty in this track have a focus on professional advancement. These faculty provide an important link between the school and external public health professionals, organizations, agencies and institutions.

D. Appointments (with concentrations)

1. Public Health Education

Faculty in this concentration have a focus on educational advancement. These faculty promote public health education to students, professionals, and the general public as well as support and develop teaching programs and methods within the school.

III. Faculty Appointment, Promotion and Tenure Committee (FAPTC)

See also FAPTC section of GSPH Bylaws

<http://www.publichealth.pitt.edu/interior.php?pageID'56#faptc>

A. Committee Type and Composition

The FAPTC was established to comply with the University requirements for consideration of appointment and promotion of all GSPH faculty. It is a standing committee of the GSPH Council. It is composed of two elected faculty members from each department, the Associate Dean for Faculty Affairs, and the Associate Dean for Diversity. All members are at the rank of Associate Professor or above with at least six members having the rank of Professor and at least six members having tenure. None of the elected faculty can be a department chair. The chair of the FAPTC must be chosen from the faculty representatives serving on the committee at their first meeting of the academic year. The Associate Dean for Faculty Affairs serves as vice chair and as facilitator for the FAPTC in order to coordinate activities with the dean's office.

B. Terms of Office for Committee Members

The elected faculty members of the FAPTC serve three-year staggered terms. Elections to replace members whose terms have expired are held annually (see Section 9 of GSPH Bylaws,

http://www.publichealth.pitt.edu/interior.php?pageID'56#nomination_and_election).

Faculty elected to the FAPTC may serve two successive terms and, thereafter, only following an interval of three years after the completion of the second term. Once an individual is elected as the committee chair, the term of office as the committee chair continues until the individual's term of office as a faculty representative to the FAPTC expires. An individual can serve repeated tenure as the committee chair as long as he/she is a faculty representative of the FAPTC. The Associate Dean for Faculty Affairs and Associate Dean for Diversity serve on the FAPTC as long as he/she holds this position.

C. Charge of the FAPTC includes:

- Maintain and distribute to all faculty the policies and procedures documentation that contains the guidelines or criteria that relate to all faculty level appointments, promotions, and tenure decisions.
- Update the policies and procedures document, as appropriate, with full review and approval at least every five years or when major changes in GSPH or University policy occur.
- Assure that all GSPH criteria for appointment, promotion, or tenure incorporate and/or are consistent with University policies and procedures.
- Maintain guidelines for discussion and voting within the committee which appropriately take into account conflict of interest and other ethical considerations.

- Provide informal advice on proposed faculty actions upon request by the dean or department chair prior to formal review of individual for primary appointment, promotion, or tenure.
- Review and recommend actions to the dean and GSPH Council on all GSPH primary faculty appointments, promotions, and tenure.
- Review and recommend actions to the dean and GSPH Council on all secondary, adjunct, and emeritus faculty appointments.
- Review and recommend actions to the dean and GSPH Council on award of honorary degrees or other University recognition.
- Review and recommend actions to the dean and GSPH Council on appointments to the graduate faculty.
- The FAPTC will provide oversight to assure full compliance with all guidelines regarding diversity and equal opportunity in faculty recruitment and appointment.
- Review and recommend actions relating to promotion and tenure on a schedule published annually.
- Review and recommend actions relating to appointments, on an ongoing request basis, with regular meetings on a monthly basis, or more frequently as needed. Appointments at the level of Assistant Professor or below may be circulated among the committee for a vote in the interim.
- Meet once a month or more often if necessary to accomplish its charge. The chair shall make regular oral reports to the GSPH Council and provide a report summarizing its activities at least once each year at the school-wide faculty meeting.

D. FAPTC Role in Faculty Mentoring

The role of the FAPTC is that of a review committee. The appointment, promotion, or conferral of tenure proposal originates in the appropriate department, and after consultation with the senior faculty in that department, it is submitted by the department chair to the dean's office for the Associate Dean for Faculty Affairs who in turn submits to the FAPTC for consideration. It is the role of the department's senior faculty to advise and mentor the junior faculty member prior to submission of the packet to the FAPTC. The departmental representative to the FAPTC can participate in this process as a senior faculty member in the department, but not as a representative of the FAPTC. The departmental representative to the FAPTC must abstain from voting on actions that originate in his/her department.

The FAPTC respects the departmental autonomy to initiate such actions. The FAPTC, including its chair, shall play no role advising faculty in GSPH about the appropriateness or the strength of their case after it has been submitted to the FAPTC.

The Associate Dean for Faculty Affairs should facilitate the promotion/tenure process by disseminating clear guidelines about the structure and content of an appointment, promotion or tenure packet and sponsor workshops for interested faculty on the process. In an administrative capacity, the Associate Dean for Faculty Affairs may also consult with the department chairs or faculty members as requested.

IV. Policies

In considering actions of appointment, promotion and tenure within the Graduate School of Public Health, it is advisable to keep in mind the diverse nature of public health activities, as well as the myriad disciplines that are represented by those participating in these activities and thus represented on faculties of schools of public health. In addition to faculty trained in the traditional scientific disciplines of public health (e.g., epidemiology, biostatistics and environmental health), there are faculty members trained in the humanities and social sciences. Review of such candidates from diverse disciplines must, therefore, take into account the academic norms, mores and professional opportunities and standards particular to those disciplines and fields of study. These diverse norms should be noted in the request letter sent to the external reviewers. It is important for those reviewing the external references and the candidate's dossier to be aware of the relevant disciplinary norms for the candidate's work. Guidelines for consideration of research/scholarly achievements and examples of objective evidence demonstrating research/scholarly achievement are described in the following sections for tenure and non-tenure appointments.

A. Faculty Appointment and Promotion (tenured and tenure stream)

1. Tenure Stream Appointments

Appointment to the positions of Assistant Professor or Associate Professor can be made in the tenure stream. Tenure-stream faculty are expected to undertake research, teaching and community/professional service activities.

2. General Considerations for Appointment with and Promotion to Tenure

Research and teaching are necessary requisites for appointment or promotion to tenure. The balance between accomplishments in research (and other scholarly activities) and teaching may vary considerably from one candidate to another, but both must be present before tenure is granted. Community/professional service activities by a faculty member should be weighted into any decision regarding tenure, but such activities in the absence of both teaching and scholarship are not an adequate basis for tenure.

The primary requirement for tenure is research scholarship. Research scholarship is the long-continued systematic study leading to competent mastery of one or

more of the highly organized academic studies; more narrowly, it is advanced study which leads to the acquisition of the detailed knowledge in some special field, along with accuracy and skill in investigation and powers of critical analysis in interpretation of such knowledge. Candidates for tenure in the Graduate School of Public Health should have demonstrated significant accomplishment in scholarly endeavors, application and communication of knowledge using laboratory, clinical, and other research tools. Regardless of its form, the candidate's scholarship must provide compelling promise of continued creativity and independence.

The other requisite for appointment or promotion to tenure is demonstrated skill in and dedication to teaching. The candidate should have demonstrated a capacity and a desire to maintain teaching effectiveness and show capacity for continuing growth as a teacher. He or she must design courses that would show his/her innovative character as a teacher. It is implicit that excellence in teaching includes being a model of professional conduct for students and colleagues. The quality and quantity of a candidate's teaching must be documented by the chair in his or her supporting letter.

Service and administrative contributions by a faculty member should be weighed into any decision regarding tenure. However, in order to qualify for tenure, the greater emphasis will be on research and teaching.

Below are guidelines of objective information that can be used as evidence to document that the individual has achieved the specified level of qualifications for tenure consideration. These examples are not meant to be comprehensive, and any other information that documents the individual's level of research, teaching, and service achievement will also be considered.

3. Appointment as Assistant Professor (tenure stream)
Persons being considered for appointment to the rank of Assistant Professor (tenure stream) should have demonstrated ability to teach and guide and counsel students or the potential do so, and experience in advanced study and research, or professional experience of a kind that would enable him/her to make a comparable academic contribution. The Assistant Professor should possess a doctoral or appropriate professional degree. He/she should exhibit promise of originality, independence, and excellence in research.
4. Appointment or Promotion as Associate Professor (tenured and tenure stream)
Persons being considered for appointment or promotion to the rank of Associate Professor (tenured or tenure stream) must meet a substantial proportion of the qualifications contained in the following guidelines. Included in these guidelines are examples of objective information that can be used as evidence to document that the individual has achieved the specified level of qualifications. These examples are not meant to be comprehensive, and any other information that documents the individual's level of scholarly achievement should also be

considered. Appointment or promotion will be based on overall record in all three areas of research, teaching, and service.

Guidelines for Associate Professor (tenured and tenure stream)

a. Research

- Scholarly publications in pertinent refereed, well-known professional journals.
- Record of consistent peer reviewed funding.
- Development of new and productive research theme and goals.
- Authorship of important reviews, chapters, and/or books.
- Recognition by peers nationally and internationally (as evidenced by invited presentations and external reference letters).
- Membership in leading scientific organizations.

b. Teaching

- Evidence of consistent, significant contributions to teaching and departmental education goals and objectives.
- Contributions to the design, organization and instruction of course or educational programs.
- Demonstration of ability to mentor doctoral and master's degree students.
- Evidence of service as committee member of students' theses and dissertation committees.

c. Service

- Effective participation on the committees of the faculty member's department, the Graduate School of Public Health and/or the University of Pittsburgh and other University schools and departments.
- Evidence that the candidate plays a critical role in the programmatic needs of the department and school. This should be documented in the letter from the department chair which is submitted when requesting tenure.
- Participation in scientific or policy committees advisory to the government or to foundations.
- Involvement in Public Health at local, state, and national arena which includes participation in the planning, design, implementation or evaluation of public health programs.

5. Appointment or Promotion as Professor (tenured)

Persons being considered for appointment or promotion to the rank of Professor (tenured) must meet a substantial proportion of the qualifications contained in the following guidelines. Included in these guidelines are examples of objective information that can be used as evidence to document that the individual has

achieved the specified level of qualifications. These examples are not meant to be comprehensive, and any other information that documents the individual's level of scholarly achievement should also be considered. Appointment or promotion will be based on overall record in all three areas of research, teaching, and service.

Guidelines for Professor (tenured)

a. Research

- Continued scholarly publications in pertinent high level professional journals.
- Sustained record of peer reviewed funding for his/her research.
- Acknowledgment of leadership in the field with a coherent research agenda.
- Recognition by peers nationally and internationally (as evidenced by invited presentations and external reference letters).
- Membership on editorial boards of scientific publications.
- Leadership role in significant scientific organizations.
- Membership on study sections and other scientific advisory panels.

b. Teaching

- Evidence of continued significant contribution to teaching and departmental education goals and objectives.
- Leadership role in educational mission (e.g., program director).
- Leadership role in the design and implementation of educational programs.
- Leadership in program activities.
- Invited lectureships at major universities and leading scientific societies.
- Teaching award(s).
- Demonstrate the capacity to effectively mentor junior faculty members.

c. Service

- Expectations are the same as those for Associate Professor with tenure, except more leadership activities are expected. Some examples are as follows:
 - Excellence as an academic role model for graduate students and junior colleagues.
 - Effective participation and service as leader (chairperson) on the committees of the faculty member's department, the Graduate School of Public Health and/or the University of Pittsburgh and other University schools and departments.
 - Evidence that the candidate plays a leadership role in the programmatic needs of the department and school. This

should be documented in the letter from the department chair which is submitted when requesting tenure.

- Participation in scientific or policy committees advisory to the government or to foundations.
- Involvement in Public Health at local, state, and national arena which includes participation in the planning, design, implementation or evaluation of public health programs.

6. Appointment of Non-Tenure Stream Faculty to Tenure Stream Positions

Non-tenure senior faculty may qualify for tenure by virtue of increased scholarly productivity and may be recommended for tenure through the usual academic process. Recommendations for appointment of non-tenure stream faculty to a tenured position must follow all of the school's regular policies and procedures for appointment and promotion, including creation of a position and establishment of a national search committee.

7. Tenure Stream Faculty: Temporary Transfer Outside of Tenure Stream

These transfers are described in the *Faculty Handbook* (<http://www.provost.pitt.edu/handbook/handbook.html>).

B. Faculty Appointment and Promotion (non-tenure stream)

1. Non-Tenure-Stream Appointments

Among the various faculties there are persons who possess special skills contributing substantially to the mission of the University who are not hired to devote full-time effort to the University, or whose positions are funded for a finite period, or whose professional and academic preparations are not complete, or who are not expected to perform the same range of duties expected of a tenure-stream member of the faculty or to make the same contributions to the University community, and who are agreeable to a non-tenure-stream appointment without implication of tenure. Policies relating to these faculty are described in the *Faculty Handbook* (<http://www.provost.pitt.edu/handbook/handbook.html>).

2. Title and Ranks.

Under these or other exceptional circumstances, appointments outside the tenure stream and without tenure may be made at the ranks and with the title of professor, associate professor, assistant professor, and instructor. Appointments with prefixes to the above ranks are described in the *Faculty Handbook* (<http://www.provost.pitt.edu/handbook/handbook.html>).

3. Appointment as Instructor (non-tenure stream)

The Instructor should have earned a doctoral degree or the highest appropriate professional degree, or provide evidence that he/she is successfully pursuing such a degree and expects to receive it within a reasonable time. In some fields, professional experience may bear considerable weight and appointment could be considered without an earned doctorate; in other areas, teaching experience is

essential. Reappointment depends upon satisfactory scholarly progress and a demonstrated interest in and ability to pursue an academic career.

4. Appointment as Assistant Professor (non-tenure stream)
Persons being considered for appointment to the rank of Assistant Professor (non-tenure stream) should have demonstrated ability to teach and guide and counsel students or the potential do so, and experience in advanced study and research, or professional experience of a kind that would enable him/her to make a comparable academic contribution. The Assistant Professor should possess a doctoral or appropriate professional degree. He/she should exhibit promise of excellence in research.
5. Appointment or Promotion as Associate Professor (non-tenure stream)
Persons being considered for appointment or promotion to the rank of Associate Professor must meet a substantial proportion of the qualifications contained in the following guidelines. Included in these guidelines are examples of objective information that can be used as evidence to document that the individual has achieved the specified level of qualifications. These examples are not meant to be comprehensive, and any other information that documents the individual's level of scholarly achievement should also be considered. Appointment or promotion will be based on overall record in all three areas of research, teaching, and service.

Guidelines for Associate Professor (non-tenure stream)

- a. Research
 - Scholarly publications in pertinent refereed professional journals.
 - Record of some peer-reviewed funding or contribution to such funding as a central member of a research team.
 - Solid contribution in his/her field.
 - Recognition by peers nationally and internationally (as evidenced by invited presentations and external reference letters).
 - Membership in leading scientific organizations.
- b. Teaching
 - Evidence of consistent, significant contributions to teaching and departmental education goals and objectives.
 - Demonstration of ability to evaluate and mentor graduate students.
 - Evidence of service to graduate student examination committee.
- c. Service
 - Participation on committees of the faculty member's department, the Graduate School of Public Health and/or the University of Pittsburgh.

- Participation in scientific or policy committees advisory to the government or to foundations.
 - Involvement in planning, design, implementation, or evaluation of public health programs at local and state level.
6. Appointment or Promotion as Professor (non-tenure stream)
- Persons being considered for appointment or promotion to the rank of Professor must meet a substantial proportion of the qualifications contained in the following guidelines. Included in these guidelines are examples of objective information that can be used as evidence to document that the individual has achieved the specified level of qualifications. These examples are not meant to be comprehensive, and any other information that documents the individual's level of scholarly achievement should also be considered. Appointment or promotion will be based on overall record in all three areas of research, teaching, and service.

Guidelines for Professor (non-tenure stream)

a. Research

- Continued scholarly publications in pertinent high quality professional journals.
- Developed a coherent research agenda.
- Record of peer reviewed funding for his/her research.
- Recognition by peers nationally and internationally (as evidenced by invited presentations and external reference letters).
- Membership on editorial boards of scientific publications.
- Leadership role in significant scientific organizations.
- Membership on study sections or other scientific advisory panels.

b. Teaching

- Evidence of continued significant contribution to teaching and departmental education goals and objectives.
- Leadership role in the design and implementation of educational programs.
- Leadership in program activities.
- Invited lectureships at major universities and leading scientific societies.
- Teaching award(s).
- Demonstrate the capacity to effectively mentor junior faculty members.

c. Service

- Minimum requirements are the same as those for Associate Professor (non-tenure). In addition, the candidate must

demonstrate some leadership skills in service. Some examples are as follows:

- Effective participation as leader (chairperson) on the committees of the faculty member's department and school-wide committees.
- Evidence that the candidate plays a leadership role in the programmatic needs of the department and school. This should be documented in the letter from the department chair which is submitted when requesting appointment or promotion.
- Participation in scientific or policy committees advisory to the government or to foundations.

C. Appointment and Promotion of Research Faculty (non-tenure stream)

1. General Considerations

Appointment and promotion of Research faculty is outside of the tenure stream. Achievements to be considered when evaluating for appointment/promotion of the positions of research assistant professor, research associate professor and research professor are similar to those of assistant professor, associate professor and professor except the research faculty are not required to demonstrate participation in the teaching program of the school or department.

When considering actions of appointment and promotion within the Graduate School of Public Health, it is advisable to keep in mind the diverse nature of public health activities, as well as the myriad disciplines that are represented by those participating in these activities and thus represented on faculties of schools of public health. In addition to faculty trained in the traditional scientific disciplines of public health (e.g., epidemiology, biostatistics or environmental health), there are faculty members trained in the humanities and social sciences. Guidance for evaluation of candidates from such diverse disciplines must therefore take into account the academic norms, mores and professional opportunities and standards particular to those disciplines and fields of study. These diverse norms should be reflected in the external evaluations of candidates. However, it is important for those reviewing those external evaluations and the candidate's dossier to be aware of the relevant disciplinary norms for the candidate's work. Guidelines for consideration of the research/scholarly achievements and examples of objective evidence demonstrating research/scholarly achievement are described in the following sections. Persons being considered for appointment or promotion to the rank of Research Associate Professor or Research Professor must meet a substantial proportion of the qualifications contained in the following guidelines.

2. Guidelines for Appointment and Promotion of Research Faculty

a. Research Assistant Professor (non-tenure stream)

These faculty should have demonstrated substantial experience in advanced study and research, or have professional experience of a kind that would enable him/her to make a comparable academic contribution. The Research Assistant Professor should possess a doctoral or appropriate professional degree. He or she should exhibit promise of excellence in some field of research. To be appointed to a Research Assistant professorship, a person should have the potential for promotion to Research Associate Professor.

b. Research Associate Professor and Research Professor (non-tenure stream)

Guidelines for consideration of achievement

- Continued productivity in investigative or scholarly activity in basic or applied research.
- Recognizable objectives or an underlying theme of the scholarly program.
- Publication of research reports in leading refereed journals.
- Publication demonstrating innovative conceptualizations or novel solutions to biomedical problems.
- Authorship of important review articles, chapters and/or books.
- Evidence of continuing research awards.
- Membership and participation in leading scientific or professional societies in the candidate's field.
- Evaluation of scientific accomplishment obtained from peers on a national and international basis.
- Participation in scientific or policy committees advisory to the government or to foundations.
- Participation in planning, design, implementation or evaluation of public health or health research programs.

3. Examples of Objective Evidence of Achievements

a. Research Associate Professor (non-tenure stream)

- Scholarly publications in pertinent professional journals.
- Evidence of consistent, significant contributions to the research endeavors of the school, department, or center.
- Consistent research theme and goals.
- Authorship of important reviews, chapters and/or books.
- Recognized by peers regionally (evidenced by presentation and by letters).
- Membership in leading scientific organizations.

b. Research Professor (non-tenure stream)

- Evidence of continued significant contribution to the research endeavors of the school, department, or center.

- Continued scholarly publications in pertinent professional journals.
- Recognized by peers nationally and internationally (as evidenced by presentation and by letters).
- Membership on editorial boards of scientific publications.
- Leadership role in significant scientific organizations.
- Membership on study sections or other scientific advisory panels.

4. Options for Appointment Outside of the Research Track

Individuals who have an appointment as a Research Assistant Professor, Research Associate Professor or Research Professor may be appointed to a position as an Assistant Professor, Associate Professor or Professor by virtue of scholarly productivity sufficient to merit such appointments through the usual academic process as defined below. It should be noted that teaching is one of the key aspects of productivity that is required for such an appointment. As teaching is not a benchmark for appointment/promotion in the Research track, an individual in the Research track who wishes to obtain such an appointment should seek to participate in graduate level teaching and serve as a mentor to students so he/she can demonstrate his/her accomplishments as a teacher as well as those in the areas of research and service.

a. Appointment to a Tenure Stream Position

Recommendations for appointment of Research track faculty to a tenure stream position as Assistant Professor, Associate Professor or Professor shall follow all of the school's regular policies and procedures for such appointments as defined in Section IV.A of this document. This includes the creation of a position and establishment of a search committee.

b. Appointment to a Non-Tenure Stream Position

Recommendations for appointment of a research track faculty to a non-tenure stream position as Assistant Professor, Associate Professor or Professor shall follow all of the school's regular policies and procedures for appointment as defined in Section IV.B of this document, including the establishment of a search committee and the letters of recommendation from external reviewers.

D. Appointment and Promotion of Public Health Practice Faculty

1. General Considerations

Public Health Practice faculty are appointed for expertise derived from professional practice in public health, in contrast with expertise derived from academic research or teaching. To be accredited as a Graduate School of Public Health by the Council on Education for Public Health (CEPH), a Graduate School of Public Health must meet several criteria defined by CEPH. One criterion has been interpreted by CEPH to require a component of faculty that includes individuals with competence in public health practice and that these faculty have

links to those practicing public health in the community. This criterion is identified by CEPH as follows:

The school shall have a clearly defined faculty which, by virtue of its size, multidisciplinary nature, educational preparation, research and teaching competence, and practice experience is able to fully support the school's mission, goals and objectives.

The school's document that defines the criteria for appointment and promotion of Public Health Practice faculty entitled, *Graduate School of Public Health: Criteria for Appointment and Promotion, Public Health Practice Faculty* (February 14, 2001) is found in Appendix B.

The activity and accomplishments expected of Public Health Practice faculty have a different focus from that of non-practice faculty. Public Health Practice usually involves helping health agencies or communities to assess public health problems, to plan, implement or evaluate public health programs or to develop public health policies. As such, there is often a service component to practice involving long-term involvement to help define and/or solve immediate public health problems. A Public Health Practice faculty member works to help solve some public health problem with an international, national, state or local health/health care agency. There can be a research component to practice. Practice-oriented research is usually defined by the agencies or communities involved and deals with immediate problems. The practice faculty is a collaborator with the agencies/communities and the research is jointly owned. As such, the role of the faculty member is often one of co-investigator with health agencies and communities rather than that of the more traditional role of "principal investigator."

The "scholarly" product of practice is often in the form of technical reports, presentations to professional meetings and/or "program" type publications in the more traditional research journals.

A faculty member's practice experience and the teaching of public health students is linked, and such a linkage may be in the classroom or it may be in supervised field experiences in which graduate students work with or under the supervision of the practice faculty member.

2. Guidelines for Appointment and Promotion of Public Health Practice Faculty

a. Instructor

Faculty at this rank should have an earned doctorate or the highest professional degree considered to be the appropriate degree in his or her area of specialization or provide evidence that he or she is

successfully pursuing such a degree and expects to receive it within a reasonable amount of time, as well as recognized public health experience and a demonstrated commitment to teaching and excellence in public health service.

b. Assistant Professor

Faculty at this rank should meet all requirements of faculty at the previous rank and, in addition, should have an earned doctorate or the highest professional degree considered to be the terminal degree appropriate to his or her area of specialization and substantial recognized public health practice experience, as well as demonstrate a commitment to teaching and excellence in public health service.

c. Associate Professor

Faculty at this rank should meet all requirements of faculty at the previous rank and, in addition, should have demonstrated evidence of competence in teaching, excellence in professional service and should have some scholarly activity underway. Faculty at this rank should show promise of becoming leaders in their fields and should have attained recognition at the state and/or national level.

d. Professor

Faculty at this rank should meet all requirements of faculty at the previous rank and, in addition, should have demonstrated significant expertise in their teaching, outstanding achievement in their service roles, and should be engaged in scholarly activity, documented by appropriate publications. Faculty at this rank should be leaders in their field and should have attained national and/or international peer recognition.

3. Alternative Options Regarding Tenure and Non-Tenure Stream Appointments

Although it should be a rare event, when appropriate, a faculty member may become eligible for appointment to a non-practice faculty rank. Such appointments may support the goals of the school when the change occurs within the legitimate framework of special achievement or of a clearly defined modification of professional emphasis and goals. Recommendations for appointment to a non-practice faculty rank shall follow all of the school's regular policies and procedures for appointment and promotion, including creation of a position and establishment of a search committee.

4. Award of Tenure

Public Health Practice faculty members are generally appointed outside the tenure stream. However, in exceptional circumstances they may be nominated for award of tenure while remaining in the Public Health Practice Track. (see Appendix B).

E. Appointment and Promotion of Public Health Education Faculty (non-tenure stream)

1. General Considerations

The objective of the educator concentration is to encourage and promote individuals whose primary professional activity is teaching and education. While the primary mission of such faculty is to disseminate relevant knowledge and skills to public health students and professionals, as well as the general public, scholarly acquisition and communication of data pertaining to teaching methods and outcomes should not be discouraged. However, all GSPH faculty, including those in the educator concentration, are expected to participate at some level in the research and service activities of the school.

This concentration is intended for individuals who plan to make education in public health their primary focus. As such, the criteria for promotion in the public health education concentration are distinct from other tracks (i.e., research and public health practice). Sufficient achievement relevant to these criteria must be demonstrated for successful promotion. For example, research publications unrelated to education may be considered at the time of promotion but cannot be substituted for criteria that are unique to the education concentration. The candidate's departmental chair should specifically address the assignment of this concentration when writing statements of support for appointment and/or promotion.

In general, applicants are expected to have an earned doctorate or appropriate professional degree in a field that is relevant to the department in which they are being appointed. The candidate's dossier submitted at the time of appointment or promotion should contain the same materials as described for other GSPH faculty appointments or promotions (FAPTC operating manual) and be consistent with the Provost's Guidelines on the Preparation of Dossiers (http://www.provost.pitt.edu/memo/faculty_personnel_actions.html). In addition, a teaching portfolio is expected to be part of the promotion package. For example, some items that are appropriate for a teaching package include but are not limited to: (1) motivation and impact of courses that were developed (If the course was a major revision of a previous course then details need to be provided in regard to the changes that were made and the rationale.), (2) letters from former students in regard to the impact the faculty member's teaching, mentorship or program had on their careers, (3) description, motivation and measure of impact of new tracks or programs, (4) examples of educational materials authored by the faculty member, and (5) statement of teaching philosophy.

Outside letters of support should be obtained from individuals who are considered educators in public health. When the FAPTC solicits letters from selected referees, requests will clearly indicate that the candidate is in the educator concentration and outline the general functions and goals of this position as well as criteria for promotion. Outside letters obtained for promotion should acknowledge that the individual is in the educator concentration and evaluate the candidate's credentials in light of these goals and criteria.

2. Guidelines for Appointment and Promotion of Public Health Education Faculty

a. Assistant Professor (non-tenure stream)

An Assistant Professor in the educator concentration is expected to be an excellent classroom teacher, and to have the skills and experience necessary to take on major responsibility for teaching courses and developing new teaching materials, venues and courses that keep pace with changes in the discipline.

b. Associate Professor (non-tenure stream)

Promotion to Associate Professor in the educator concentration requires demonstrated excellence in classroom teaching along with substantial leadership and/or extra-classroom achievements in education either within or outside of the GSPH. Evidence of such leadership and/or extra-classroom achievement could include but is not limited to the following.

- development of new courses, tracks, or degree programs
- development of major new teaching methods for existing courses
- directorship of tracks or degree programs
- national or international reputation in education
- local awards or grants for educational excellence or educational materials
- publication of textbook chapters
- peer-reviewed publications related to public health education
- publication of other important teaching materials (e.g. guides, white papers, etc)
- presentations on educational issues
- major role in mentoring and advising
- participation in educational support activities such as service on curriculum or admissions committees
- participation in University-wide educational activities and committees
- participation in education sections or meetings of relevant national societies and meetings, such as the APHA
- successful recruitment efforts towards more and better qualified students

c. Professor (non-tenure stream)

Promotion to Professor in the educator concentration requires, in addition to the criteria outlined for promotion to Associate Professor, evidence of major leadership roles and exceptional contributions within the GSPH and/or of a national or international impact as an educator. Evidence of that achievement could include but is not limited to the following.

- development and success of new degree programs
- major innovations in educational methods that go beyond a single course

- national or international impact as an educator
- national or international reputation for research on teaching methods
- national or international awards or grants for educational excellence or educational materials
- publication of textbooks
- leadership role in training grants
- grants for research on public health educational theory, methods and implementation
- educational leadership role for a school or University (such as being an assistant or associate dean)
- leadership in education sections or meetings of relevant national societies and meetings, such as the APHA

F. Search Committees

Search committees are required for all primary appointments including those in the Research and Public Health Practice tracks and the Public Health Education concentration.

The composition of a search committee must:

- Consist of a minimum of 5 members; the majority must be at or above the rank of appointment
- Include at least one member who is a member of the FAPTC (outside the department initiating the search)
- Include at least one member of each gender
- Include at least one member who is a faculty member outside of GSPH
- Department chair cannot be a search committee chair

The role of the FAPTC member on the search committee is to assure that all necessary procedures are followed and all search requirements are met.

Before initiating a new search or appointment, the chair of the department and the chair of the search committee will meet with a member of the Faculty Diversity Committee to discuss recruitment strategies based on the Pitt Public Health goals regarding faculty diversity.

One member of the search committee should have attended one presentation of Health Sciences Diversity's "Workshop for Increasing Faculty Diversity," and be familiar with the diversity goals of the Graduate School of Public Health.

The chair of the department and the chair of the search committee should review the Association of American Colleges and Universities' publication, "Diversifying The Faculty: A Guidebook For Search Committees," available from the Dean's Office.

Each search must be advertised in publications or on websites devoted to increasing diversity in academia. Most national, professional organizations maintain an office

devoted to faculty diversity, and can provide advice on recruiting underrepresented faculty.

The Associate Dean for Faculty Affairs will review each search as it progresses for compliance with the goals on diversity set forth in the Graduate School of Public Health Strategic Plan and the *Faculty Handbook*.

G. Joint Appointments

See *Faculty Handbook* (<http://www.provost.pitt.edu/handbook/handbook.html>).

H. Part-Time Faculty

The part-time faculty who serve on a half-time basis are eligible for tenure or tenure-stream appointments at the same ranks and under the same criteria as full time faculty. Such appointments are rare at the outset and must be approved by the Provost if this status is assumed by a previously full-time tenured or tenure stream faculty member. See *Faculty Handbook* (<http://www.provost.pitt.edu/handbook/handbook.html>).

I. Appointments to the Graduate Faculty

Graduate faculty status is for faculty to direct doctoral dissertations. Each faculty must document experience in research, teaching of graduate level courses, supervision of graduate research, scholarly publications. For more detailed information. See *Faculty Handbook* (<http://www.provost.pitt.edu/handbook/handbook.html>).

J. Faculty Grievances and Appeals Related to Appointment, Promotion and Tenure

See *Faculty Handbook* (<http://www.provost.pitt.edu/handbook/handbook.html>).

V. Procedures

A. Operating Procedures of the Faculty Appointment, Promotion and Tenure Committee are detailed at:

<http://www.publichealth.pitt.edu/interior.php?pageID'56#faptc>

- The Associate Dean for Faculty Affairs shall act as vice chair and will serve as chair in the absence of the chair. There will be no faculty substitutes at meetings. Three consecutive non-excused absences at regularly scheduled meetings will necessitate removal from the committee and the appointment of a replacement. Requests for excused absences must be made in writing to the associate dean. The meetings of the committee will be held at regular intervals during the Fall and Spring terms. Additional meetings may be called as necessary.
- Appropriate material shall be distributed by the Office of the Associate Dean for Faculty Affairs the week prior to the meeting. The chairman reserves the right to present new material at the meeting, but every effort will be made to avoid this procedure.

- Relationship to the other GSPH committees: the FAPTC reports to the GSPH Council on all recommended actions.
- No formal committee minutes shall be prepared. A record of actions taken shall be kept and the dean shall be notified of these actions.
- The committee shall submit an annual report to the dean and GSPH Council on the general status of appointments, promotion and tenure at GSPH as well as any relevant trends developing in Academia.
- The Office of the Associate Dean for Faculty Affairs shall provide all necessary direct staff assistance to the committee.
- The Associate Dean for Faculty Affairs will recommend for the FAPTC to review proposed amendments. FAPTC will, in turn, recommend any desired amendments to the GSPH Council.

B. Appointments: Review Process

- The Associate Dean for Faculty Affairs reviews all appointment packets for completeness. (Only the associate dean will contact the department chair for additional information, if necessary).
- The Associate Dean for Faculty Affairs will assign the packet to two primary reviewers.
- The primary reviewers will draft an evaluation letter to the dean with recommended action and they will lead a discussion by the FAPTC.
- The FAPTC will meet with the department chair (if needed). This will be arranged by the associate dean.
- All eligible FAPTC members will vote on the recommended action and sign the concurrence sheet.
- A minority report will be drafted if the vote on the action is not unanimous.
- The FAPTC chair will present the appointment packet to GSPH Council for vote on concurrence.

C. Promotions

1. GSPH Dossier

The dossier for promotion must be consistent with the Provost's Guidelines on the Preparation of Dossiers (see appendix C or http://www.provost.pitt.edu/memo/faculty_personnel_actions.html) and should contain the following:

- Cover letter from department chair to the dean.
- Recommendation actions and signed secret ballots from department faculty who are at equivalent or higher rank to candidate.
- Most recent three (3) years of annual faculty evaluations.
- Narrative statement prepared by candidate (4-5 pages suggested).
- *Curriculum vitae* in GSPH format.

- List all grants received. Grants from the past 5 years should include granting agency, title of grant, period of the grant, total direct cost and the role of the candidate in the grant.
- List all courses taught during the last 5 years with enrollment; include invited lectures and documents related to the candidate's teaching (teaching evaluations for the past 5 years).
- Names, titles, and current addresses of six (6) recommended referees external to the University; each from different academic institutions.
- This list should be prepared by the department chair in consultation with the candidate; there should be a notation as to who proposed each referee.
- Copies of five (5) publications (published, accepted, or *in press*).
- Optional separate list of colleagues, faculty and students at the University for supporting letters related to research, teaching and mentoring.

For appointments and promotions to Associate Professor and to full Professor with tenure, as well as conferral of tenure actions, the types of materials to be provided to the Provost's Office are described in Provost Maher's memo from January 14, 1998

(http://www.provost.pitt.edu/memo/faculty_personnel_actions.html). See also Appendix C.

2. Review of GSPH Dossier for Promotion and/or Tenure

The promotion process begins within the department of the faculty member. The department chair discusses the promotion process with the faculty member. Those faculty members in the department with ranks above the faculty member being considered for promotion vote regarding the promotion. If the vote is affirmative for the promotion, the candidate for promotion then prepares a full dossier. The dossier is then sent to the dean's office.

The GSPH review begins once the candidate's dossier is forwarded to the FAPTC from the Associate Dean for Faculty Affairs. Two members of the committee with rank exceeding the candidate are assigned as primary members to direct the review. The primary tasks of the two lead members are to perform preliminary review of the dossier for completeness, identify the committee's choice for external reviewers for letters of recommendation, and notify the Associate Dean for Faculty Affairs of their selection of reviewers. The Associate Dean for Faculty Affairs solicits all letters of recommendation.

Once the letters of recommendation are received, the two lead members conduct a thorough evaluation of the promotion documents: one member acting as the advocate, the other the antagonist. Together the two members discuss the case, and then generate an initial working draft letter to the dean for consideration of the faculty member's promotion. The intent of the letter is to summarize the candidate's qualifications and accomplishments, the external reviewers'

comments, and conclude with the FAPTC's evaluation and recommendation regarding promotion.

The full committee review takes place following the completion of the draft letter. The full committee reviews the candidate's dossier, reviews and finalizes the committee's letter of recommendation and votes to approve the letter and to send the recommendation for faculty action to the GSPH Council.

The chair of the FAPTC presents the committee's recommendation to the GSPH Council during a closed session during which only members of the council who are faculty are present. These members vote on the FAPTC recommendation. The work of the FAPTC is completed following the GSPH Council vote.

When the GSPH Council vote is obtained, the reviewed packet is forwarded to the dean's office c/o the Associate Dean for Faculty Affairs. The packet includes the external reviewers' letters, the FAPTC letter, the candidate's original dossier, and the documentation of the GSPH Council vote.

D. Timetable for Appointments and Promotions

See *Faculty Handbook* (<http://www.provost.pitt.edu/handbook/handbook.html>).

E. Checklists

The following checklists should be used for submitting documents for FAPTC actions. They comprise the cover sheet for the corresponding documents. Checklists are found in Appendix A as well as the GSPH Intranet under the Faculty and Staff page.

Checklist A (Search Committee)

Checklist B (Appointment of Primary Faculty)

Checklist C (Preparation of Faculty Promotion Dossier)

Checklist D (Public Health Practice Faculty Appointment)

Checklist E (Joint/Secondary Faculty Appointment)

Checklist F (Adjunct Appointment)

Checklist G (Graduate Faculty Appointment)

Checklist H (Visiting Faculty Appointment)

Checklist A

Pitt Public Health Faculty Search Committee

Attach a copy of this checklist as the cover sheet for proposed search committee. Submit **one hard copy** of all items to the director of personnel.

	<u>Name</u>	<u>Phone</u>	<u>Date</u>
	(Person completing form)		
<input type="checkbox"/>	1. Cover letter to the dean from department chairperson (or designated alternate with signed concurrence by chairperson) justifying creation or replacement of a faculty position.		
<input type="checkbox"/>	2. Position description.		
<input type="checkbox"/>	3. Copy of advertisement.		
<input type="checkbox"/>	4. Completed affirmative action pre-audit search form specifying a minimum of five members for the proposed search committee with majority at or above the rank of proposed position. Both genders must be represented. The department chairperson cannot be the search committee chair.		
	<input type="checkbox"/> a. At least one member of the search committee is a member of the FAPTC (must be outside the department initiating search committee).		
	<input type="checkbox"/> b. At least one member of the search committee is a faculty member outside GSPH.		
	<input type="checkbox"/> c. Part C of the pre-audit form completed		

If any item above is not checked, please attach a letter of explanation.

_____ Date packet forwarded to the director of personnel

Signature: _____
 Associate Dean for Faculty Affairs Date

Checklist B Pitt Public Health Primary Faculty Appointment

Attach a copy of this checklist as the cover sheet for proposed appointment. Submit an **electronic copy and one hard copy** of all items to the director of personnel.

- 1. Letter from department chair to dean
- 2. “Standard Offer Letter” signed by selected candidate, department chair, and dean (and senior vice chancellor for tenured and tenure stream appointments). The “Standard Offer Letter” template is available on the GSPH Intranet under the “Faculty & Staff” group in the “Faculty – Policies & Procedures” section.
- 3. Letter from search committee to department chair
- 4. Completed affirmative action summary
- 5. Copy of advertisement for position
- 6. Application letter from candidate
- 7. Candidate’s *curriculum vitae*
- 8. Degree verification – Transcripts for graduate degree/s. If appointment is at assistant professor level or lower and candidate has not yet completed the degree, then provide a letter from major advisor indicating the expected date of degree completion, **which should precede date of appointment**. Transcripts must be submitted when degree is completed.
- 9. Letters of reference from external referees:
In all cases, referees must be equal to or higher in rank of the proposed appointment, and letters must be from outside the University (including UPMC).
 - a. For appointment to assistant professor or lower, a minimum of **three** letters is required.
 - b. For appointment to associate professor or professor, a minimum of **six** letters is required (at least three should be from referees identified independent of the candidate).
- 10.
 - a. Two or more selected publications – assistant professor
 - b. Three or more selected publications – associate or professor

_____ Date packet forwarded to the director of personnel

Signature: _____
Department Chair Date

Checklist C

Pitt Public Health Primary Faculty Promotion

Tenure/Non-Tenure, Research, Public Health Practice (PHP), or Public Health Education (PHE)

Attach a copy of this checklist as the cover sheet for proposed promotion. Submit an electronic copy AND one hard copy of all items to the director of personnel.

- 1. Department chair's letter to the dean recommending promotion for candidate.
 - PHE *only*: chair letter must indicate PHE concentration in chair letter
- 2. Department faculty members' recommendations and signed ballots. Ballots should be from member/s equal to or higher in rank to candidate.
- 3. Candidate's annual faculty evaluations for the past three years.
- 4. Candidate's self-evaluation narrative statement (4-5 pages).
 - PHE faculty must include teaching philosophy.
- 5. *Candidate's CV in GSPH format. Include the following:
 - All papers published, accepted for publication, or in press. Do not include articles submitted or in preparation.
 - All grants received. Grants from the past 5 years should include: granting agency, title of the grant, period of the grant, total direct cost, and the role of the candidate in the grant.
 - All courses taught. Courses taught during the past 5 years should include: title of course, role of the candidate in the course, enrollment, and invited lectures.
- 6. Teaching Portfolio – Include course syllabi, student evaluations, names and publications of students (masters and doctoral students) for which the candidate was the major advisor. List the year student's degree was awarded, current position, and address after graduation.
 - PHE *only*: see PHE section of FAPTC Operating Manual (page 17) for additional appropriate materials to include in teaching portfolio.
- 7. **Candidate, in consultation with the department chair, should list names, titles, and current addresses of 6 referees external to the University of Pittsburgh/UPMC.
- 8. Candidate should provide copies of 5 publications that are published, accepted or in press.
 - PHP *only*: see PHP section of FAPTC Operating Manual (Appendix B, section A) for other acceptable materials, e.g., technical reports and presentations to professional meetings.
 - PHE *only*: see PHE section of FAPTC Operating Manual (pages 18 – 19) for other acceptable materials, e.g., textbook chapters, publications related to public health education, publication of important teaching materials.

_____ Date packet forwarded to the director of personnel

Signature: _____
Department Chair Date

*GSPH CV format and instructions can be found in the "Faculty & Staff" group on the GSPH Intranet under the "Faculty – Forms & Templates" section.

** Academic referees must be equal to or higher in rank of the proposed promotion for the faculty member. Non-academic referees must have substantial experience and appropriate qualifications for peer review, and please indicate their title. Do not include close collaborators, former graduate students or faculty from the University of Pittsburgh/UPMC.

Labeling electronic files: Submit the electronic files on a CD with each item number as a separate file. File title format: Candidates' last name, item #, item name (i.e., Jones, #1, Recommendation letter from department chair).

Checklist D

Pitt Public Health, Public Health Practice Faculty Appointment

Attach a copy of this checklist as the cover sheet for the proposed appointment. Submit an **electronic copy and one hard copy** of all items to the director of personnel.

- 1. Letter from department chair to the dean summarizing the basis for selected candidate, the expected distribution responsibilities of the candidate in terms of research, teaching, service and other activities, if applicable. The role in teaching and mentoring of graduate students must be addressed.
- 2. "Standard Offer Letter" signed by selected candidate, department chair, and dean (and senior vice chancellor for tenured and tenure stream appointments). The "Standard Offer Letter" template is available on the GSPH Intranet under the "Faculty & Staff" group in the "Faculty – Policies & Procedures" section.
- 3. Letter from search committee to department chair
- 4. Completed affirmative action summary
- 5. Copy of advertisement for position
- 6. Application letter of candidate
- 7. Candidate's *curriculum vitae*
- 8. Degree Verification – Transcripts for graduate degree/s - If appointment is at assistant professor level or lower and candidate has not yet completed the degree, then provide a letter from major advisor indicating the expected date of degree completion, **which should precede date of appointment**. Transcripts must be submitted when degree is completed.
- 9. Additional information
 - a. If applicable, a letter from immediate supervisor supporting appointment when appropriate, e.g., Director of the Health Department for ACHD, etc. This is especially important if the proposed role requires release time from employer, such as teaching during daytime, etc.
 - b. When indicated, other letters that document qualifications may be sought, e.g. when an appointment is proposed that is based on experience in public health agencies rather than scholarship or academic positions.
- 10. Letters of reference from external referees with academic appointments:
Referees must be at the rank or above of the proposed appointment.
 - a. For appointment to assistant professor or lower, a minimum of **three** letters is required.
 - b. For appointment to associate professor or professor, a minimum of **six** letters is required (at least three should be from referees identified independent of the candidate).

In all cases, letters must be from outside the University, and additional letters from individuals at non-academic institutions may be included.

Signature: Date packet forwarded to the director of personnel

Department Chair

Date

Checklist E

Pitt Public Health Secondary (Joint) Faculty Appointment

Attach a copy of this checklist as the cover sheet for proposed appointment. Submit **one hard copy** of all items to the director of personnel.

- 1. Letter from department chair to the dean requesting the proposed secondary appointment with a summary of the candidate's qualifications. Include the following:
 - **Candidate's role and expected responsibilities in the secondary department**
 - Monetary agreements

- 2. Letter from department chair of primary appointment indicating concurrence with secondary appointment.

- 3. Candidate's *curriculum vitae*

_____ Date packet forwarded to the director of personnel

Signature: _____
Associate Dean for Faculty Affairs Date

Checklist F

Pitt Public Health Adjunct Faculty Appointment

Attach a copy of this checklist as the cover sheet for proposed adjunct appointment. Submit **one hard copy** of all items to the director of personnel.

- 1. Cover letter from department chairperson to dean.
 - a. Summarize qualifications of candidate for the adjunct faculty rank.
 - b. Define the role that the candidate will have in the department and/or school relative to teaching/mentoring, collaborating in research, or enhancing GSPH connections for community service, etc., and any monetary agreements.
- 2. Candidate's *curriculum vitae*
If applicable, a brief narrative describing the role and responsibilities of positions held including titles, agencies, dates, as well as other information related to academic qualifications.
- 3. Additional information
 - a. If applicable, a letter from immediate supervisor supporting appointment when appropriate. This is especially important if the proposed role requires release time from employer, such as teaching during daytime, etc.
 - b. When indicated, other letters that document qualifications, e.g., when adjunct appointment is proposed that is based on experience in public health rather than scholarship or academic positions.

If any item above is not checked, please attach a letter of explanation.

_____ Date packet forwarded to the director of personnel

Signature: _____
Associate Dean for Faculty Affairs Date

Checklist G
Pitt Public Health
Nomination for Membership to the Graduate Faculty

Attach a copy of this checklist as the cover sheet for proposed nomination. Submit **one hard copy** of all items to the director of personnel.

1. Letter from department chair to the dean summarizing the faculty member's qualifications in the following areas:
 - Experience in research, include a list of publications
 - Experience teaching graduate-level courses
 - Experience supervising doctoral students conducting research

2. *Curriculum vitae* (must specify scholarly publications and professional employment)

3. Signature sheet from departmental faculty indicating concurrence with the proposed nomination. Signature sheet (Form 0137, Nomination For Membership – The Graduate Faculty) can be found on the Intranet. Please print on three-part paper.

_____ Date packet forwarded to the director of personnel

Signature: _____
Associate Dean for Faculty Affairs Date

Checklist H

Pitt Public Health Visiting Faculty Appointment

Attach a copy of this checklist as the cover sheet for proposed visiting appointment. Submit **one hard copy** of all items to the director of personnel.

- 1. Letter from department chair to the dean requesting the proposed visiting appointment with a summary of the candidate's qualifications. Include the following:
 - Candidate's experience in research and teaching
 - Candidate's role and expected responsibilities in the department
 - Length of appointment
 - Monetary agreements

- 2. Candidate's *curriculum vitae*

_____ Date packet forwarded to the director of personnel

Signature: _____
Associate Dean for Faculty Affairs Date

GRADUATE SCHOOL OF PUBLIC HEALTH

Criteria for Appointment and Promotion Public Health Practice Faculty

To be accredited as a graduate school of public health by the Council on Education for Public Health (CEPH), GSPH must meet the following criterion, among others:

VIII.A. The school shall have a clearly defined faculty which, by virtue of its size, multidisciplinary nature, educational preparation, research and teaching competence, and **practice experience** (boldface added), is able to fully support the school's mission, goals, and objectives.

CEPH also interprets this criterion to include faculty with competence in public health practice and practice links.

This document, adapted in part from *Developing a Clinical Appointment Track in a School of Public Health: a Guide*¹ and reflecting current national developments toward a public health practice category, presents the criteria for appointment and promotion of GSPH faculty with public health practice experience.

The Graduate School of Public Health uses the terms "practice" or "clinical" for faculty appointed in a Public Health Practice Category. Appointment and promotion may be made at the levels of Instructor, Assistant Professor, Associate Professor, or Professor² in any of the School's program areas.

The purpose of the public health practice category is to enhance the School's capacity for achieving the goals embodied in its mission³. This category provides a means for the School to expand links between the Graduate School of Public Health and external public health

¹*Developing a Clinical Appointment Track in a School of Public Health: a Guide*. January 1993. School of Public Health, University of Illinois at Chicago.

²*University Policy 02-02-01*.

³The mission of the Graduate School of Public Health (GSPH) is to promote health and prevent disease in individuals and their communities by anticipating and responding to public health needs through research, teaching, and service and to enhance current public health initiatives through interaction and collaboration with other health care disciplines and organizations.©

professionals, organizations, agencies and institutions. The public health practice category is especially intended as a mechanism for involving external public health practitioners in the educational, research and service missions of the School.

A. PUBLIC HEALTH PRACTICE: DEFINITION CRITERIA⁴

For the purposes of appointment, promotion, and tenure, public health practice is defined by the following criteria.

As presently construed, for the purposes of promotion and tenure, public health practice has the following connotations:

1. A faculty member works to help solve some current public health problem with a national, state, or local health agency, directly with a community, or in another setting, e.g., international, health care, or worksite agencies.
2. Often the role of the faculty member is one of collaboration with health agencies and communities rather than that of the more traditional role of "principal investigator."
3. The results of the work are directly and immediately applicable, as compared to the more "distant" application of research findings.
4. Practice usually involves helping health agencies or communities to assess public health problems, to plan, implement or evaluate public health programs, or to develop public health policies.
5. Practice often involves the faculty member in direct contact with communities or populations that are the clients, recipients, or beneficiaries of public health programs or services.
6. The program planning, implementing, and evaluating process is often long-term and time intensive.
7. The "scholarly" product of practice is often in the form of technical reports, presentations to professional meetings, and/or "program" type publications in the more traditional research journals.
8. Practice often has an advocacy component.

⁴Adapted from *Appointments, Promotion, and Tenure Manual*. Chapel Hill: The University of North Carolina at Chapel Hill. ' V.C. Adopted October 1, 1994. As excerpted in Lynton, Ernest A. AAppendix 3.@ *Making the Case for Professional Service*. Washington, DC: American Association for Higher Education. 1995. pp. 85-86.

9. A faculty member's practice experiences and the teaching of public health students is linked, and such a linkage may be in the classroom or it may be in supervised field experiences in which graduate students work with or under the supervision of the practice faculty member.
10. There can be a research component to practice. Practice-oriented research is defined by communities/agencies and deals with immediate problems. The practitioner/researcher collaborates with communities/agencies, and the research is jointly owned.
11. There can be a service component to practice. Practice-oriented community service is community and/or health agency based, is long-term, and helps communities and/or agencies define and/or solve immediate public health problems.

B. SEARCH AND APPOINTMENT REQUIREMENTS

1. Proposed public health faculty appointments will follow the usual GSPH guidelines, and it is expected that the principles of affirmative action and GSPH's commitment to enriching the diversity of its faculty will be followed as well.
2. Public health practice faculty are expected to demonstrate outstanding achievement as public health professionals in the service arena and contribute to the educational and research programs of the Graduate School of Public Health.

While scholarly or practical contributions are anticipated for all faculty and expected at more senior clinical or practice ranks, independent, sustained funded research need not be among the criteria.

3. Proposed appointment or promotion of public health practice faculty will be submitted to the FAPTC for review and recommended action.

B. MODIFYING CRITERIA FOR APPOINTMENT AND PROMOTION OF PUBLIC HEALTH PRACTICE FACULTY

1. All faculty titles in the Public Health Practice Category will be followed by the suffix "of Public Health Practice":
 - a. Instructor of Public Health Practice
 - b. Assistant Professor of Public Health Practice
 - c. Associate Professor of Public Health Practice
 - d. Professor of Public Health Practice
2. The following modifiers are to be used for faculty titles as appropriate.
 - a. Adjunct (prefix)⁵
 - b. Clinical (prefix or suffix)⁶

⁵According to University Policy 02-02-06 ' II, the AAdjunct@ prefix is defined (Also adopted by the GSPH Policy and Procedure Manual: Part Three (October 17, 1994)):

Adjunct: One whose primary employment is outside an academic unit of the University, but who is fully qualified professionally and who performs on a part-time basis, duties which would otherwise be assigned to members of the full-time faculty.

⁶According to University Policy 02-02-06 ' II, the AClinical@ prefix is defined (Also adopted by the GSPH Policy and Procedure Manual: Part Three (October 17, 1994)):

Clinical: One whose major contribution is as a preceptor of students and trainees in clinical skills, whether within the University or in another setting.

3. The following are criteria for the appointment and promotion of public health practice faculty.⁷

- a. Instructor: Faculty at this rank should have an earned doctorate or the highest appropriate professional degree considered to be the terminal degree in his or her area of specialization or provide evidence that he or she is successfully pursuing such a degree and expects to receive it within a reasonable amount of time, as well as recognized public health experience and a demonstrated commitment to teaching and excellence in public health service.⁸

⁷In rare instances, the requirement of a doctorate may be satisfied through accomplishments that can be considered a reasonable substitute for formal study. © University of Pittsburgh Policy 02-02-04 ' II.

In implementing the criteria for the appointment and promotion of Public Health Practice Faculty, the FAPTC will follow the guidelines in the following two sources from the American Association for Higher Education:

Lynton, Ernest A. *Making the Case for Professional Service*. USA: American Association for Higher Education. 1995.

Driscoll, Amy and Ernest A. Lynton. *Making Outreach Visible: A Guide to Documenting Professional Service and Outreach*. USA: American Association for Higher Education. 1999.

⁸According to University Policy 02-02-04 ' II (Also adopted by the GSPH Policy and Procedure Manual: Part Three (October 17, 1994)):

The instructor should have a doctor's degree or the highest appropriate professional degree, or provide evidence that he or she is successfully pursuing such a degree and expects to receive it within reasonable time.

In some technical fields, professional experience may bear considerable weight; in other areas, teaching experience is essential.

Reappointment depends upon satisfactory scholarly progress and a demonstrated interest in and ability to pursue an academic career.

- b. Assistant Professor: Faculty at this rank should meet all requirements of faculty at the previous rank and, in addition, should have an earned doctorate or the highest professional degree considered to be the terminal degree appropriate to his or her area of specialization and substantial recognized public health practice experience, as well as demonstrate a commitment to teaching and excellence in public health service.⁹
- c. Associate Professor: Faculty at this rank should meet all requirements of faculty at the previous rank and, in addition, should have demonstrated evidence of competence in teaching, excellence in professional service and should have some scholarly activity underway. Faculty at this rank should show promise of becoming leaders in their fields and should have attained recognition at the state and/or national level.¹⁰

⁹According to University Policy 02-02-04 ' II (Also adopted by the GSPH Policy and Procedure Manual: Part Three (October 17, 1994)):

An assistant professor should evidence demonstrated teaching ability, substantial experience in advanced study and research, or professional experience of a kind that would enable him or her to make a comparable academic contribution.

The assistant professor should possess a doctorate or appropriate professional degree.

He or she should exhibit promise of originality and excellence in some field connected with teaching, writing, research, or the creative arts, and should have demonstrated ability in guiding and counseling students.

To be appointed or promoted to an assistant professorship, a person should have the potential for promotion to associate professor.

¹⁰According to University Policy 02-02-04 ' II (Also adopted by the GSPH Policy and Procedure Manual: Part Three (October 17, 1994)):

An associate professor should possess a doctorate or appropriate professional degree, and have substantial experience in teaching and research or applicable professional experience.

The person should show a capacity and will to maintain teaching effectiveness and the ability for continuing growth as a teacher, scholar, and member of his or her profession.

He or she should also have progressed in attaining eminence in a scholarly or professional field.

An associate professor must display consistently mature performance in course and curriculum planning, in guiding and counseling students and younger staff members, and in participating in the activities of the University.

- d. Professor: Faculty at this rank meet all requirements of faculty at the previous rank and, in addition, should have demonstrated significant expertise in their teaching, outstanding achievement in their service roles, and should be engaged in scholarly activity, as documented by appropriate publications. Faculty at this rank should be leaders in their field and should have attained national and/or international peer recognition.¹¹
- C. Public Health Practice Faculty appointments may be made for up to three years and may be renewed. All renewals will be submitted to the FAPTC for review and recommended action.
- D. Although it should be a rare event, when appropriate, a faculty member may transfer from the Public Health Practice category to a non-practice faculty rank. Such transfers may support the goals of the School when the change occurs within the legitimate framework of special achievement or of a clearly defined modification of professional emphasis and goals.

Recommendations for transfer to a non-practice faculty rank shall follow all of the School's regular policies and procedures for appointment and promotion, including creation of a position and establishment of a search committee.

¹¹According to University Policy 02-02-04 ' II (Also adopted by the GSPH Policy and Procedure Manual: Part Three (October 17, 1994)):

The rank of Professor recognizes the attainment of authoritative knowledge and reputation in a recognized field of learning and the achievement of effective teaching skill.

The professor should have attained superior stature in his or her field through research, writing, professional practice, or leadership in professional and learned organizations, as well as having exceeded the standards described for ranks shown above.

APPENDIX C

Source: January 14, 1998 Provost Maher memo

<http://www.pitt.edu/~provost/personnel.html>

IV. PREPARATION OF DOSSIERS

For appointments and promotions to Associate Professor and to full Professor with tenure, as well as conferral of tenure actions, the following types of materials should be provided to the Provost's Office.

A. Cover Letter. The cover letter should not simply be an indication of concurrence. Rather, the Dean or Regional Campus President should submit a detailed cover letter summarizing his or her independent opinion on the entire case. The cover letter should provide a full account of the specific scholarly, professional or creative contributions made by the candidate, and the role of the candidate within the context of the units' planning priorities. The letter should provide a balanced explanation of the candidate's scholarly contributions to the field and the impact made on the profession. In addition to providing an interpretation of the letters from external referees, the cover letter should indicate the other types of evidence used to inform your recommendation. The cover letter should present clearly the extent to which the recommendation was supported by the appropriate body of voting faculty in the unit and by voting members of all relevant committees. Actual votes should be noted. Reasons for abstentions at any level should be explained. If there is a minority opinion, the cover letter should address the reasons for the dissent. A representative for the dissenting views might be invited to submit a minority report. The dossier should also include the detailed letters written by the department or program chair, division chair, Regional Campus Vice President for Academic Affairs, and the chair of second-level promotion committees as appropriate. We now have several years of experience with our mandate for peer and student evaluations of teaching. All faculty members should be made aware of the teaching evaluation policies operative within their academic units. All recommendations submitted to the Provost's Office must contain summaries of the results of student and peer evaluations of teaching. A wide array of data exist for evaluating teaching, and the quality of a candidate's teaching should be described not only in terms of classroom performances but also include assessments of factors such as advising undergraduate and graduate students, supervising dissertations and theses, other types of interaction with students, formal student evaluations, the development of curricular materials, syllabi, and the faculty member's evaluations of students' work. As necessary, one should consult with the Office of Measurement and Evaluation of Teaching regarding the preparation of teaching dossiers. The cover letter should present a summary of the candidate's University service. Within the dossier, other letters should present the candidate's service in more detail, including the nature and quality of the service, and the importance of the service to the discipline or profession, the home academic unit, and, as appropriate, the University.

B. Curriculum Vitae. The curriculum vitae should provide the essential professional history of the candidate, listing all elements of formal post-secondary education and all professional positions held. Publications should be categorized into separate groupings, such as books, abstracts, monographs, journal articles, chapters in edited volumes, and textbooks. Names of co-authors should always be included in the order in which they appear on the publication. It is important to list the page numbers for each published item or, in the case of a book, the total

number of pages. There should be an indication as to which journal articles are refereed. Conference presentations, if reported, should be listed in a separate category. Through the faculty mentoring processes of your units, faculty members should be made aware of the appropriate curriculum vitae content for the purposes of your unit and the Provost's Office. All courses taught in the past five years should be listed, with the enrollment for each course, as well as all master's theses and doctoral dissertations supervised. Mention should be made of the present professional status of those master's or Ph.D. graduates, and the publication of a thesis or dissertation. Research grants should be listed, for at least the last five years. For each grant or contract, the granting agency, the title of the award, the period, and the amount designated as total or as direct cost of the award should be unambiguously indicated, as well as the project title of the candidate, e.g., principal investigator, co-principal investigator or other specific title. Invited lectures, special honors, or seminar presentations at other institutions should be listed for the previous five years. Service to Department, School, University or external institutions that are professionally relevant should be cited in the curriculum vitae.

C. Annual Reviews of Faculty. The dossier should be supplemented with copies of all annual review letters that were sent to the candidate. Minimally, these written reviews must consist of a letter to the faculty member which contains statements as to whether or not the faculty member's performance in teaching, research and service meet Departmental/School/Regional Campus/University expectations. Detailed comments regarding these areas may be included and should be included in cases where performance does not meet expectation in any area.

D. External Referee Letters. All external referee letters received should be included in the dossier, whether favorable or unfavorable. For each external referee, there should be a brief description of the referee's academic background, a notation as to who proposed each referee (e.g., the candidate, the program or department chair, the ad hoc committee or standing promotions committee, and/or the dean), and an indication of any special present or past connections between the referee and the candidate. A minimum of six external letters is required. The six required letters do not include reference letters from other University of Pittsburgh faculty members, with the exception of the Regional Campuses for which a maximum of two letters can come from faculty members on other University of Pittsburgh Campuses. Referee letters should be sought from well-regarded scholars in similar and/or related fields--again without defining the area too narrowly. A broader net allows a larger pool from which referees can be drawn and also encourages opinions on the impact of the candidate's work on a larger body of scholarship. Six substantive letters constitute a minimum, so that initial requests should be made to nine or ten persons. The candidate should be asked to suggest a number of referees, and a maximum of three letters can be requested from persons on the candidate's list. Although some referees may be persons who have had previous professional association with the candidate--such as doctoral supervisor, co-principal investigator, or co-author on a major project--most of the reports should be from scholars who know the candidate primarily because of their knowledge of the candidate's work and its impact on his or her field. Referees should be informed that, in accordance with University policy, and with the exception listed below, their letters will be seen only by those participating directly in the decision-making process and, short of a court order or subpoena, every effort should subsequently be made to keep this promise. This means, above all, that letters should be duplicated as little as possible. Court interpretations of the 1978 Pennsylvania Personnel File Act have held that a letter of reference might not be

exempt from employee access if a fee is paid to the writer of the letter. Where no fees are paid, letters are exempt from employee access under current court interpretations. Letters of reference should be solicited by a leading member of the evaluating group. In no case should the candidate be allowed to directly solicit a letter from a referee. As appropriate, external referees should be provided with a curriculum vitae, examples of the candidate's written work, instructional materials, and other materials upon which their recommendations are to be based. In the case of the creative and performing arts, referees might be invited to exhibits or performances, or they might be selected from among persons who have seen or attended such presentations. If this is not possible, slides or tapes may be submitted to referees. Referees should be asked to make critical judgments about the candidate's work (possibly mentioning specific items) and on its significance and impact. Further, referees should be asked to compare the candidate with others in the field at a comparable stage of development, preferably by having the writer suggest specific named benchmarks. Finally, it is very helpful and revealing to get answers to the questions as to whether the referee believes that the candidate would be promoted (or achieve tenure) at the referee's own institution and whether the referee would so vote.

Rank	Tenured and Tenure Stream	Non-Tenure	Research
Associate Professor	<p>Research</p> <ul style="list-style-type: none"> • Scholarly publications in pertinent refereed, well-known professional journals. • Record of consistent peer reviewed funding. • Development of new and productive research theme and goals. • Authorship of important reviews, chapters, and/or books. • Recognition by peers nationally and internationally (as evidenced by invited presentations and external reference letters) • Membership in leading scientific organizations. 	<p>Research</p> <ul style="list-style-type: none"> • Scholarly publications in pertinent refereed professional journals. • Record of some peer-reviewed funding or contribution to such funding as a central member of a research team. • Solid contribution in his/her field. • Recognition by peers nationally and internationally (as evidenced by invited presentations and external reference letters). • Membership in leading scientific organizations 	<p>Research</p> <ul style="list-style-type: none"> • Scholarly publications in pertinent professional journals. • Evidence of consistent, significant contributions to the research endeavors of the school, department, or center. • Consistent research theme and goals. • Authorship of important reviews, chapters and/or books. • Recognized by peers regionally (evidenced by presentation and by letters). • Membership in leading scientific organizations.
	<p>Teaching</p> <ul style="list-style-type: none"> • Evidence of consistent, significant contributions to teaching and departmental education goals and objectives. • Contributions to the design, organization and instruction of course or educational programs. • Demonstration of ability to mentor doctoral and master's degree students. • Evidence of service as committee member of students' theses and dissertation committees. 	<p>Teaching</p> <ul style="list-style-type: none"> • Evidence of consistent, significant contributions to teaching and departmental education goals and objectives. • Demonstration of ability to evaluate and mentor graduate students. • Evidence of service to graduate student examination committee. 	Teaching – NA

Rank	Tenured and Tenure Stream	Non-Tenure	Research
Associate Professor	<p>Service</p> <ul style="list-style-type: none"> • Effective participation on the committees of the faculty member's department, the Graduate School of Public Health and/or the University of Pittsburgh and other University schools and departments. • Evidence that the candidate plays a critical role in the programmatic needs of the department and school. This should be documented in the letter from the department chair which is submitted when requesting tenure. • Participation in scientific or policy committees advisory to the government or to foundations. • Involvement in Public Health at local, state, and national arena which includes participation in the planning, design, implementation or evaluation of public health programs. 	<p>Service</p> <ul style="list-style-type: none"> • Participation on committees of the faculty member's department, the Graduate School of Public Health and/or the University of Pittsburgh • Participation in scientific or policy committees advisory to the government or to foundations. • Involvement in planning, design, implementation, or evaluation of public health programs at local and state level. 	Service – NA

Rank	Tenured and Tenure Stream	Non-Tenure	Research
Professor	<p>Research</p> <ul style="list-style-type: none"> Continued scholarly publications in pertinent high level professional journals. Sustained record of peer reviewed funding for his/her research. Acknowledgment of leadership in the field with a coherent research agenda. Recognition by peers nationally and internationally (as evidenced by invited presentations and external reference letters) Membership on editorial boards of scientific publications. Leadership role in significant scientific organizations. Membership on study sections and other scientific advisory panels. 	<p>Research</p> <ul style="list-style-type: none"> Continued scholarly publications in pertinent high quality professional journals. Developed a coherent research agenda Record of peer reviewed funding for his/her research. Recognition by peers nationally and internationally (as evidenced by invited presentations and external reference letters). Membership on editorial boards of scientific publications. Leadership role in significant scientific organizations. Membership on study sections or other scientific advisory panels. 	<p>Research</p> <ul style="list-style-type: none"> Evidence of continued significant contribution to the research endeavors of the school, department, or center. Continued scholarly publications in pertinent professional journals. Recognized by peers nationally and internationally (as evidenced by presentation and by letters). Membership on editorial boards of scientific publications. Leadership role in significant scientific organizations. Membership on study sections or other scientific advisory panels.
	<p>Teaching</p> <ul style="list-style-type: none"> Evidence of continued significant contribution to teaching and departmental education goals and objectives. Leadership role in educational mission (e.g., program director). Leadership role in the design and implementation of educational programs. Leadership in program activities. Invited lectureships at major universities and leading scientific societies. 	<p>Teaching</p> <ul style="list-style-type: none"> Evidence of continued significant contribution to teaching and departmental education goals and objectives. Leadership role in the design and implementation of educational programs. Leadership in program activities. Invited lectureships at major universities and leading scientific societies. 	Teaching – NA

	<ul style="list-style-type: none">• Teaching award(s)• Demonstrate the capacity to effectively mentor junior faculty members.	<ul style="list-style-type: none">• Teaching award(s)• Demonstrate the capacity to effectively mentor junior faculty members.	
--	--	--	--

Rank	Tenured and Tenure Stream	Non-Tenure	Research
Professor	<p>Service</p> <ul style="list-style-type: none"> • Expectations are the same as those for Associate Professor with tenure, except more leadership activities are expected. Some examples are as follows: <ul style="list-style-type: none"> ○ Excellence as an academic role model for graduate students and junior colleagues. ○ Effective participation and service as leader (chairperson) on the committees of the faculty member's department, the Graduate School of Public Health and/or the University of Pittsburgh and other University schools and departments. ○ Evidence that the candidate plays a leadership role in the programmatic needs of the department and school. This should be documented in the letter from the department chair which is submitted when requesting tenure. ○ Participation in scientific or policy committees advisory to the government or to foundations. ○ Involvement in Public Health at local, state, and national arena which includes participation in the planning, design, implementation or evaluation of public health programs. 	<p>Service</p> <ul style="list-style-type: none"> • Minimum requirements are the same as those for Associate Professor (non-tenure). In addition, the candidate must demonstrate some leadership skills in service. Some examples are as follows: <ul style="list-style-type: none"> ○ Effective participation as leader (chairperson) on the committees of the faculty member's department and school-wide committees. ○ Evidence that the candidate plays a leadership role in the programmatic needs of the department and school. This should be documented in the letter from the department chair which is submitted when requesting appointment or promotion. ○ Participation in scientific or policy committees advisory to the government or to foundations. 	<p>Service – NA</p>