

Faculty Appointment, Promotion and Tenure Committee Operating Manual

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TABLE OF CONTENTS

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I.	INTRODUCTION	1
II.	DEFINITIONS OF FACULTY	1
A.	Appointments	1
1.	Professor	1
2.	Associate Professor	1
3.	Assistant Professor	1
4.	Instructor	2
5.	Lecturer	2
B.	Appointments (with prefixes).....	2
1.	Visiting	2
2.	Research	2
3.	Adjunct	2
4.	Clinical	2
C.	Appointments (with suffixes).....	2
1.	Public Health Practice (PHP).....	2
2.	Public Health Education (PHE).....	3
III.	FACULTY APPOINTMENT, PROMOTION AND TENURE COMMITTEE (FAPTC)	3
A.	Committee Type and Composition.....	3
B.	Terms of Office for Committee Members.....	3
C.	Charge of the FAPTC	3
D.	FAPTC Operations.....	4
E.	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 of Appointment Stream Faculty to Tenure Stream Positions	6
4.	Tenure Stream Faculty: Temporary Transfer Outside of Tenure Stream..	6
B.	Faculty Appointment and Promotion (Appointment Stream).....	6
1.	Appointment Stream Appointments.....	6
2.	Title and Ranks.....	7
C.	Appointment and Promotion of Research Faculty (Appointment Stream)..	7
1.	General Considerations.....	7
2.	Options for Appointment Outside of the Research Track.....	7
a.	Appointment to a Tenure Stream Position.....	8
b.	Appointment to a Appointment Stream Position.....	8
D.	Appointment and Promotion of Public Health Practice Faculty.....	8
1.	General Considerations.....	8
2.	Alternative Options Re. Tenure and Appointment Stream Appointments...	9
3.	Award of Tenure.....	9

E. Appointment and Promotion of Public Health Education Faculty.....	9
1. General Considerations.....	9
F. Search Committees Policy.....	10
G. Joint Appointments.....	12
H. Part-Time Faculty.....	12
I. Appointments to Graduate Faculty.....	12
J. Faculty Grievances and Appeals Related to Appointment, Promotion and Tenure	12
V. PROCEDURES	12
A. Operating Procedures of the Faculty Appointment, Promotion and Tenure Committee	12
B. Appointments: Review Process.....	13
C. Promotions	13
1. GSPH Dossier.....	13
2. Review of GSPH Dossier for Promotion and/or Tenure.....	14
D. Timetable for Appointments and Promotions.....	15
E. Checklists	15

APPENDIX A: Checklists (Updated March 2021)

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, Appointment Stream, and Research Faculty (March 2018)

**FACULTY APPOINTMENT, PROMOTION AND TENURE COMMITTEE
OPERATING MANUAL**
(Updated July 2018)

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 (GSPH). All policies and procedures follow the guidelines of both the University as described in the University *Faculty Handbook* (<http://www.provost.pitt.edu/handbook/handbook.html>) and those of the Graduate School of Public Health (<http://www.publichealth.pitt.edu/interior.php?pageID=56>).

The FAPTC was established in 1999 to comply with the University requirement: all individuals being considered for appointment or promotion must undergo a review by their peers. As a standing committee of the Graduate School of Public Health, its authority comes from the GSPH Council. Its function is to review and recommend actions to the Dean and GSPH Council for all GSPH primary faculty appointments and promotions.

II. Definitions of Faculty

A. APPOINTMENTS

1. Professor

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 their field through research, writing, professional practice, or leadership in professional and learned organizations, as well as having exceeded the standards described for ranks shown below.

2. Associate Professor

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 their profession. They 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 junior faculty members, and in participating in the activities of the University.

3. Assistant Professor

An Assistant Professor should evidence demonstrated teaching ability, substantial experience in advanced study and research, or professional experience of a kind which would enable them to make a comparable academic contribution. The

Assistant Professor should possess a doctorate or appropriate professional degree. They should exhibit promise of originality and excellence in some field connected with teaching, writing, or research and should have demonstrated ability in guiding and counseling students. To be appointed to an Assistant Professorship, a candidate should have the potential for promotion to Associate Professor.

4. Instructor

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

5. Lecturer

A Lecturer is an “occasional” teacher whose responsibilities are limited and defined in the letter of appointment.

B. Appointments (with prefixes)

1. Visiting

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

2. Research

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

3. Adjunct

Faculty 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

Faculty 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 whose focus is on the applied, interdisciplinary pursuit of scholarship in the practice of public health. These faculty pursue practice-academic linkages, address the curricular needs of professional public health education, conduct research on practical problems and policy issues, and translate knowledge to practice through technical assistance, training, and consultation.

2. Public Health Education

Faculty whose focus is 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

<https://www.publichealth.pitt.edu/bylaws>

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 and the Associate Dean for Faculty Affairs. 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 the GSPH Bylaws, <http://mypublichealth.pitt.edu/Governance/Bylaws>). 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 they are a faculty representative of the FAPTC. The Associate Dean for Faculty Affairs serves on the FAPTC as long as they hold this position.

C. Charge of the FAPTC includes:

- Maintain documentation of all policies and procedure guidelines or criteria that relate to all faculty level appointments, promotions, and tenure decisions and assure the faculty have access to this documentation.

- Update the FAPTC Operations Manual as appropriate, with full review and approval at least every five years or whenever major changes in the Graduate School of Public Health 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.
- Upon request by the Dean or Department Chair, provide informal advice on proposed faculty actions 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.
- 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 monthly schedule that is published annually.

D. FAPTC Operations

- The FAPTC shall review and recommend actions relating to appointments on an ongoing request basis, with regular meetings on a monthly basis, or more frequently as needed.
- The chair shall report regularly to the GSPH Council and provide a summary of its activities at least annually at the school-wide faculty meeting.
- All actions can be circulated among the committee for a vote between regularly scheduled meetings.
- The committee may accomplish its charge through administrative action by the Associate Dean for Faculty Affairs. Specific tasks delegated to the Associate Dean for Faculty Affairs shall be reviewed at the first meeting of each academic year and approved by a simple majority. Examples of tasks commonly delegated to the Associate Dean for Faculty Affairs are:
 - Appointment as adjunct faculty;
 - Appointment as visiting professor;
 - Membership in the graduate faculty; and
 - Recommendation of honorary degrees or other University recognition

E. 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, the packet is submitted by the department chair to the Dean's office for the Associate Dean for Faculty Affairs who in turn submits it 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. FAPTC members must abstain from voting on actions that originate in their department.

The FAPTC respects 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 consider the diverse nature of public health activities and 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 appointment stream 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 service activities.

2. General Considerations for Appointment and Promotion with 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. 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.

A 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.

A requirement for appointment or promotion with 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. 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 their 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.

Appendix D of the Operating Manual lists guidelines and objective information 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 research, teaching, and service achievement will also be considered.

3. Appointment of Appointment Stream Faculty to Tenure Stream Positions
Appointment stream 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 appointment 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.
4. Tenure Stream Faculty: Temporary Transfer Outside of Tenure Stream
Transfers are described in the *Faculty Handbook* (<http://www.provost.pitt.edu/handbook/handbook.html>).

B. Faculty Appointment and Promotion (Appointment Stream)

1. Appointment Stream Appointments

Among the GSPH faculty 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 appointment 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 and promotions 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 and promotions with prefixes to the above ranks are described in the *Faculty Handbook* (<http://www.provost.pitt.edu/handbook/handbook.html>).

Appendix D of the Operating Manual lists guidelines and objective information 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 research, teaching, and service achievement will also be considered.

C. Appointment and Promotion of Research Faculty

1. General Considerations

Appointment and promotion of Research faculty is in the appointment 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 research faculty positions place an emphasis on research accomplishments. While less emphasis is placed on didactic teaching, professors in the research qualified track are likely to be engaged in teaching laboratory skills, serving on thesis committees, and acting as a role model to students.

Appendix D of the Operating Manual lists guidelines and objective information 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 research, teaching, and service achievement will also be considered.

2. Options for Appointment Outside of the Research Track

Individuals with 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. Note that teaching is one of the key aspects of productivity that is required for such an appointment. As teaching is not

emphasized 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 to demonstrate their 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, establishment of a search committee, and letters of recommendation from external reviewers.

b. Appointment to an Appointment Stream Position

Recommendations for appointment of a research track faculty to an appointment 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 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 organizations, agencies and professionals responsible for public health policy and practice. 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 as well as peer-reviewed publications in scholarly journals.

Teaching public health students may take place in applied research and supervised field experiences as well as in the classroom.

Appendix D of the Operating Manual lists guidelines and objective information 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 research, teaching, and service achievement will also be considered.

2. Alternative Options Regarding Tenure and Appointment Stream Appointments
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.

3. Award of Tenure

Public Health Practice faculty members are generally appointed in the appointment 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 (appointment stream)

1. General Considerations

The objective of the educator concentration is to encourage and promote individuals whose primary professional activity is teaching and education. 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 is not required but is encouraged. 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. 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.

Appendix D of the Operating Manual lists guidelines and objective information 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 research, teaching, and service achievement will also be considered.

F. Search Committee Policy

Search committees are required for all primary appointments in all tracks and concentrations. It is essential that search committees cast a wide net during the search process and give all qualified candidates full consideration for the position. Opening

these job opportunities to a broad set of candidates enhances diversity in the departments and the school.

Requirements concerning the composition of search committees include:

- Committees must have a minimum of five members with the majority at or above the rank of proposed position.
- Multiple genders must be represented on the committee.
- Department Chairs may not chair search committees for positions within their own department.
- At least one member of the search committee is an active member of the FAPTC (they must be outside of the department initiating the search).
- At least one member of the search committee has attended the Faculty Diversity Workshop presented by the Health Sciences Diversity Office entitled, *Workshop for Increasing Faculty Diversity*.
- At least one member of the search committee is a faculty member outside of the Graduate School of Public Health.
- An emeritus faculty member may serve on a search committee, but they do not count toward the membership required for a faculty search.

The role of the FAPTC member is to assure the consistency of the search in complying with both University and Pitt Public Health guidelines.

Before the commencement of a search, the chair of the department and the chair of the search committee should review resources such as the Association of American Colleges and Universities' publication entitled, *Diversifying the Faculty: A Guidebook for Search Committees*, available from the Dean's Office. Additionally, the chair of the department shall meet with a member of the Faculty Diversity Committee on an annual basis to discuss recruitment strategies based on the Pitt Public Health goals regarding faculty diversity.

Each search must be advertised in publications or on websites devoted to increasing diversity in academia. The Department Chair should review the advertisement before it is distributed to ensure that it will attract an appropriately broad range of diverse applicants. Each department should create and maintain a list of publications where advertisements for faculty positions in the department should be placed. In case of poor response to the initial job posting, additional job posting with longer timelines should be considered to attract qualified applicants.

The expectation is that multiple qualified candidates will be identified from an inclusive search and it is recommended that at least three candidates be interviewed. In-person or electronic interviews can be conducted in the first tier selection process. Final interviews must be conducted on site. Following the conclusion of the search, the details of the search process should be described in the search committee chair's letter to the department chair.

After the search is completed, the Associate Dean of Faculty Affairs will review the results for compliance to stated policies and procedures. Appendix B details the duties and roles of each search committee member

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 at a minimum 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/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, at the discretion of the Associate Dean for Faculty Affairs. Requests for excused absences must be made in writing to the Associate Dean. The meetings of the committee will be held monthly during the academic year. 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.
- 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 to the FAPTC Operating Manual. 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 may 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, after drafting it, they will lead the FAPTC's discussion of the candidate and the letter.
- The Associate Dean will meet with the Department Chair, as needed.
- 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 the department chair to the Dean.
- Recommendation actions and signed secret ballots from department faculty who are at equivalent or higher rank to the 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 of Pittsburgh; each from different academic institutions. These references should not have collaborated with the candidate at any point over the preceding three years. 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, in press, or accepted).

- Optional: Candidate may submit supporting letters from colleagues, faculty and students at the University of Pittsburgh related to their research, service, teaching and mentoring.

For appointments and promotions to Associate Professor and to 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. If the Chair supports the promotion, eligible primary faculty (those holding rank and tenure equivalent or greater to the candidate's proposed rank and tenure) vote on the proposed action. If the departmental vote is a majority in favor of the promotion, the candidate for promotion then prepares a full dossier for submission 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 at or above that proposed for the candidate and not from the candidate's department 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 a list of possible external reviewers for letters of recommendation, and notify the Associate Dean for Faculty Affairs of the list of reviewers. The two lead members may solicit advice from other FAPTC members. 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. 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. Under the guidance of the two lead members, 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 eligible voting 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 by 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.

- A-1. Primary Faculty Position Search Committee
- A-2. Appointment of Primary Faculty
- A-3. Preparation of Faculty Promotion Dossier
- A-4. Secondary Faculty Appointment
- A-5. Adjunct Faculty Appointment
- A-6. Graduate Faculty Nomination
- A-7. Visiting Faculty Appointment

Pitt Public Health Primary Faculty Appointment Checklist

Submit this checklist as the cover sheet for proposed appointment.

Submit one electronic copy and one paper original of all items to the Director of Personnel.

1. Letter from Department Chair to Dean.
2. "Standard Offer Letter" signed by the selected candidate, the Department Chair, and Dean (Tenured/Tenure Stream appointment letters must also be signed by the Senior Vice Chancellor for Health Sciences).
3. Letter from the Search Committee Chair to the Department Chair detailing the selection process.
4. Provost's Office Checklist for Faculty Search Committees – Completed and signed by the search committee chair.
5. Completed Funding Data Supplement Form.
6. Copies of the position advertisements.
7. Application letter from the candidate.
8. Candidate's current *Curriculum Vitae*.
9. Degree verification – Transcripts for graduate degree/s. If appointment is at Assistant Professor level or lower, and the candidate has not yet completed the degree, then provide an official letter from the degree-granting institution which indicates the expected date of degree completion, **which must precede the appointment date**. Official transcripts must be submitted upon degree completion.
10. External Reference Report and letters of reference from referees* external to the University of Pittsburgh or UPMC:
** Academic references must be from individuals of equal or higher rank than the proposed appointment. Non-academic referees must have substantial experience and appropriate qualifications. Do not include close collaborators or former graduate students.*
 - An external reference report must be included. The report must list the names of all individuals contacted, the result of the contact, and a reason for any referees who declined to serve.
 - Assistant Professor rank or lower - must provide three or more letters.
 - Associate Professor or Professor ranks - must provide six or more letters of which at least three of the letters must be from referees identified by the search committee or FAPTC and independent of the candidate
11. Publications:
 - Two or more selected publications – Assistant Professor rank
 - Three or more selected publications – Associate Professor or Professor rank

Publication requirements for individuals seeking to identify with Public Health Practice (PHP) or Public Health Education (PHE) are as follows -

 - Public Health Practice *only*: see PHP section of FAPTC Operating Manual[†] for other acceptable materials, e.g., technical reports and presentations to professional meetings.
 - Public Health Education *only*: see PHE section of FAPTC Operating Manual[†] for other acceptable materials, e.g., textbook chapters, publications related to public health education, publication of important teaching materials.
13. Additional Materials:

For individuals seeking to identify with Public Health Practice (PHP) or Public Health Education (PHE), the following items should be included -

 - When applicable, a letter from immediate supervisor supporting the appointment, e.g., Director of the Health Department for ACHD, etc. This is especially important if the proposed role requires release time from employer to complete duties associated with the appointment.
 - When appropriate, 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.

Signature: _____
Department Chair Date

Signature: _____
Associate Dean for Faculty Affairs Date

[†] An electronic copy of this document may be found on-line in the PittBox Folder entitled, [FAPTC Resources](#).

Pitt Public Health

Primary Faculty Promotion Checklist

Submit this checklist as the cover sheet for proposed promotion.

*Submit **one electronic copy and one paper original** of all items to the Director of Personnel.*

1. Letter from the Department Chair to the Dean.
2. Department faculty members' recommendations and signed ballots.
 - Ballots must be from primary faculty members of equal or higher rank to the rank of the proposed promotion, including the department Chair.
3. Annual Faculty Evaluations for the past three years.
4. Self-evaluation narrative statement (4-5 pages). [†](#)
 - Public Health Education faculty must include a teaching philosophy in the statement.
5. Curriculum Vitae: [‡](#)
 - CV should follow the Pitt Public Health format and include -
 - Papers published, accepted for publication, or in press. (Do not include articles submitted or in preparation.)
 - Grant Information
 - Name of the granting agency
 - Title of the grant
 - Dates of the grant
 - Candidate's role in the grant (PI, Co-Investigator, etc. using NIH definitions)
 - Total Direct Cost of grant (if PI) or the subaward of your portion (if Co-Investigator)
 - Lists of all courses/lectures taught
 - This information should include the course title(s), the role of the candidate in the course(s), and course enrollment.
6. Teaching Portfolio: [‡](#)
 - Course Teaching Information -
 - Candidate's role (guest lecturer, course coordinator, etc.)
 - # of lectures given if guest lecturer
 - Copy of course syllabus
 - OMET student teaching evaluations for candidate's lectures/courses *from the date of last promotion or date of appointment.*
 - Student/Trainee Advising and Mentoring -
 - Student name
 - List of student publication(s)
 - Year degree earned

Teaching Portfolio requirements for individuals seeking to identify with Public Health Practice (PHP) or Public Health Education (PHE) may be found in Appendix D of the FAPTC Operating Manual [†](#). Examples are based on tenure status and may include the following -

- Public Health Practice only: demonstrated ability to teach, evaluate and mentor graduate students; service as committee member of students' theses, dissertation committees and examination committees; contributions to the design, organization and instruction of course or educational programs; and/or evidence of maintained teaching effectiveness and continued growth.
- Public Health Education only: demonstrated ability to teach, evaluate and mentor graduate students; service as committee member of students' theses, dissertation committees and examination committees; recognition by peers nationally and/or internationally; membership in organizations involved with public health education policy; demonstrated excellence in classroom teaching; substantial leadership and/or extra-classroom achievements in education; publication of textbook chapters; and/or successful recruitment of qualified trainees to the departmental programs.

7. External Reference Report and letters of reference from referees* external to the University of Pittsburgh or UPMC:

* *Academic Referees must be of equal or higher rank of the proposed promotion. Non-academic referees must have substantial experience and appropriate qualifications for peer review. Do not include close collaborators or former graduate students.*

- An external reference report must be included. The report must list the names of all individuals contacted, the result of the contact, and a reason for any referees who declined to serve.

8. Publications: [#]

- Five publications that are published, accepted or in press -
 - Public Health Practice only: see PHP section of FAPTC Operating Manual and Appendix D for other acceptable materials, e.g., technical reports and presentations to professional meetings.
 - Public Health Education only: see PHE section of FAPTC Operating Manual and Appendix D for other acceptable materials, e.g., textbook chapters, publications related to public health education, publication of important teaching materials.

Signature: _____

Department Chair

Date

Signature: _____

Associate Dean for Faculty Affairs

Date

[#] *An electronic copy of this document may be found on-line in the PittBox Folder entitled, FAPTC Resources.*

[#] *Only these items will be shared with external referees. No other dossier items will be available to external referees.*

Pitt Public Health

Secondary/Joint Faculty Appointment Checklist

Submit this checklist as the cover sheet for proposed appointment.

*Submit **one electronic copy and one paper original** of all items to the Director of Personnel.*

1. Letter from the Pitt Public Health 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 Pitt Public Health department.
 - Address monetary and/or resource agreements.
2. Letter from Department Chair of candidate's primary appointment indicating concurrence with secondary appointment.
3. Candidate's current *Curriculum Vitae*.

Signature: _____
 Department Chair Date

Signature: _____
 Associate Dean for Faculty Affairs Date

Pitt Public Health
Adjunct Faculty Appointment Checklist

Submit this checklist as the cover sheet for proposed appointment.

Submit one electronic copy and one paper original of all items to the Director of Personnel.

1. Letter from Pitt Public Health Department Chair to the Dean which:
 - Summarizes the qualifications of the proposed candidate.
 - Defines the role the candidate will have in the department and school, relative to teaching/mentoring, research collaboration, or enhancing GSPH connections for community service, etc.
 - Addresses monetary agreements.
 2. Candidate's current *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:
 - If applicable, a letter from immediate supervisor supporting the adjunct appointment. This is especially important if the proposed role requires release time from employer, such as teaching during daytime, etc.
 - When indicated, other letters that document qualifications, e.g., when the proposed appointment is based on experience in the public health sector rather than on scholarship or academic position(s).

Signature: _____
Department Chair _____ Date _____

Signature: _____ Associate Dean for Faculty Affairs Date _____

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

Submit this checklist as the cover sheet for proposed nomination.

Submit one electronic copy and one paper original of all items to the Director of Personnel.

1. A letter from the Pitt Public Health Department Chair to the Dean that addresses:
 - Nominee's research experience, include a list of publications
 - Nominee's graduate-level teaching or guest-lecturing experience
 - Nominee's experience advising doctoral or masters students conducting research
2. Nominee's current *Curriculum Vitae*.
3. Form 0137: ***NOMINATION FOR MEMBERSHIP – THE GRADUATE FACULTY*** †
 - Six graduate faculty members from the nominating department must sign the form.

Signature: _____
 Department Chair Date

Signature: _____
 Associate Dean for Faculty Affairs Date

† An electronic copy of this document may be found on-line in the PittBox Folder entitled, [FAPTC Resources](#).

Pitt Public Health **Visiting Faculty Appointment Checklist**

Submit this checklist as the cover sheet for proposed appointment.

*Submit **one electronic copy and one paper original** of all items to the Director of Personnel.*

Visiting Faculty are those faculty hires who will not remain employed in Pitt Public Health for more than one year; the appointment is temporary (see, "Article VI. Full- and Part-Time Appointment Stream Faculty" in the *University of Pittsburgh Faculty Handbook*). These temporary hires are visiting the University, and are going to another institution at the conclusion of the one-year appointment.

1. Letter from Department Chair to Dean requesting the proposed visiting appointment to include:
 - A summary of the candidate's qualifications.
 - Candidate's experience in research and teaching.
 - Candidate's anticipated roles and responsibilities in the department.
 - Length of the appointment
2. Candidate's current *Curriculum Vitae*.

Signature: _____
 Department Chair Date

Signature: _____
 Associate Dean for Faculty Affairs Date

Pitt Public Health

Emeritus Appointment Checklist

Submit this checklist as the cover sheet for proposed Emeritus appointment. Submit one electronic and one paper original of all items to the Director of Personnel.

1. Letter from Department Chair to Dean requesting the proposed Emeritus appointment with a summary of the candidate's qualifications. Include the following:
 - Date of retirement.
 - Faculty member's distinguished service and meritorious contributions to the educational mission and programs of the University.
 - Faculty member's date of hire into the department.
 - Anticipated future roles and responsibilities upon receipt of Emeritus status.
2. List of the nominee's distinguished service achievements and meritorious contributions.
3. Nominee's current *Curriculum Vitae*.

Signature: _____ Date: _____
Department Chair

Signature: _____ Date: _____
Associate Dean for Faculty Affairs

Emeritus/Emerita Recognition (https://www.provost.pitt.edu/faculty-handbook/ch2_app_emeritus_pol)

The conferral of the Emeritus/Emerita certificate should take place in a dignified collegial retirement ceremony, usually in the department, school, or regional campus of the faculty member completing active service. If possible, the Chancellor, Provost, or Senior Vice Chancellor for Health Sciences should attend. Faculty who receive Emeritus/Emerita rank are honored at the Honors Convocation, and their names are listed in a special Emeritus/Emerita category in the Honors Convocation program. Emeritus faculty members continue to be listed in their respective school or faculty bulletins.

Pitt Public Health Faculty Employment Offer Checklist

Submit this checklist as the cover sheet for proposed faculty action.

*Submit **one electronic copy and one paper original** of all items to the Director of Personnel.*

The following items are required for an offer of employment letter to be considered:

1. The Offer Letter, based on the appropriate template on PittBox
2. A copy of the approved position request paperwork
3. The selected candidate's CV
4. Current Funding Data Sheet
5. A copy of the letter from the Search Committee Chair to the Department Chair, identifying the candidate and documenting the search process including:
 - Total # applicants
 - # Qualified applicants
 - # Applicants interviewed
 - How applicants were interviewed
 - # Times applicants were interviewed
 - Why the applicant was chosen for the position
 - Why the remaining applicants were not chosen for the position
6. Letter from the Chair to the Dean supporting the selected candidate.

Reminder:

The SVCO reviews every offer letter packet after the Dean signs it, regardless of tenure status.

Associate Dean for Finance & Administration 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 professionals, organizations, agencies and institutions. The public health practice category is

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*.

³AThe 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.⁴

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. Appendix 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 their area of specialization or provide evidence that they are 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

⁷"In 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 they are 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 their 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 them to make a comparable academic contribution.

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

They 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 their profession.

They 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 their 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.

Guidelines for Faculty Appointment, Promotion, and Tenure

The information below provides general guidelines to individuals applying for faculty appointment, promotion, and/or tenure in the Graduate School of Public Health. This document is not a checklist, but encompasses the ideas and goals behind each step in an individual's progress. The FAPTC reviews proposed faculty actions based on the entirety of the dossier. You should discuss any questions relating to these guidelines with your Department Chair or the Associate Dean for Faculty Affairs.

INSTRUCTOR:

Per the **University of Pittsburgh Faculty Handbook**: "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."

The criteria listed below are specific to the Graduate School of Public Health. Please use these only as guidelines.

TENURE STREAM	APPOINTMENT STREAM	Prefix: RESEARCH	Suffix: PUBLIC HEALTH PRACTICE Tenure Stream	Suffix: PUBLIC HEALTH PRACTICE Appointment Stream	Suffix: PUBLIC HEALTH EDUCATION
Not Applicable	Recognized public health research experience and a demonstrated commitment to teaching and mentoring students.	Recognized public health research experience and a demonstrated commitment to teaching and mentoring students.	Not Applicable	Recognized public health practice experience and a demonstrated commitment to teaching and excellence in public health service.	Not Applicable

Guidelines for Faculty Appointment, Promotion, and Tenure

ASSISTANT PROFESSOR:

Per the University of Pittsburgh Faculty Handbook: "The assistant professor should possess a doctorate or appropriate professional degree. An assistant professor should evidence demonstrated teaching ability, substantial experience in advanced study and research, or professional experience of a kind which would enable him or her to make a comparable contribution. 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."

The criteria listed below are specific to the Graduate School of Public Health. Please use these only as guidelines.

TENURE STREAM	APPOINTMENT STREAM	Prefix: RESEARCH	Suffix: PUBLIC HEALTH PRACTICE Tenure Stream	Suffix: PUBLIC HEALTH PRACTICE Appointment Stream	Suffix: PUBLIC HEALTH EDUCATION
<i>General</i> Exhibit promise of excellence in their public health field.	<i>General</i> Exhibit promise or substantive experience in their public health field.	<i>General</i> Exhibit promise or substantive experience in public health research.	<i>General</i> Exhibit promise of excellence in public health practice experience.	<i>General</i> Exhibit substantive public health practice experience.	<i>General</i> Exhibit promise or substantive experience in the field of public health education.
<i>Research</i> Experience in advanced study and research, or have comparable professional experience that would enable him/her to make an academic contribution. Exhibit promise of originality, independence, and excellence in research. Exhibit promise of developing an independent research program that will generate peer reviewed funding.	<i>Research</i> Experience in advanced study and research, or have comparable professional experience that would enable him/her to make an academic contribution. Exhibit promise of originality, independence, and excellence in research.	<i>Research</i> Experience in advanced study and research, or have comparable professional experience that would enable him/her to make an academic contribution.	<i>Research</i> There is no requirement of previous research for appointment.	<i>Research</i> There is no requirement of previous research for appointment.	<i>Research</i> There is no requirement of previous research for appointment.
<i>Teaching</i> Demonstrated ability to teach, evaluate, and mentor students or the potential to do so.	<i>Teaching</i> Demonstrated ability to teach, evaluate, and mentor students or the potential to do so.	<i>Teaching</i> There is no teaching requirement for appointment.	<i>Teaching</i> Demonstrated ability to teach, evaluate, and mentor students or the potential to do so.	<i>Teaching</i> Demonstrated ability to teach, evaluate, and mentor students or the potential to do so.	<i>Teaching</i> Demonstrated ability to teach, evaluate, and mentor students or the potential to do so.
<i>Service</i> There is no requirement of previous service for appointment.	<i>Service</i> There is no requirement of previous service for appointment.	<i>Service</i> There is no requirement of previous service for appointment.	<i>Service</i> Demonstrated commitment to excellence in public health service.	<i>Service</i> Demonstrated commitment to excellence in public health service.	<i>Service</i> There is no requirement of previous service for appointment.

Guidelines for Faculty Appointment, Promotion, and Tenure

ASSOCIATE PROFESSOR:

Per the University of Pittsburgh Faculty Handbook: "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 willingness to maintain teaching effectiveness and the ability for continued 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 mentoring students and junior faculty members, and in participating in the activities of the University."

The criteria listed below are specific to the Graduate School of Public Health. Please use these only as guidelines.

TENURE STREAM	APPOINTMENT STREAM	Prefix: RESEARCH	Suffix: PUBLIC HEALTH PRACTICE Tenure Stream	Suffix: PUBLIC HEALTH PRACTICE Appointment Stream	Suffix: PUBLIC HEALTH EDUCATION
<i>General</i> Exhibit promise of leadership and excellence in their public health field.	<i>General</i> Exhibit promise of excellence in their public health field.	<i>General</i> Exhibit promise of excellence in public health research.	<i>General</i> Exhibit promise of leadership and excellence in public health practice.	<i>General</i> Exhibit promise of leadership in public health practice.	<i>General</i> Exhibit promise of leadership in public health education.
<i>Research</i> Record of consistent peer reviewed funding. Authorship of important reviews, chapters, and/or books. Recognition by peers at the local, state, national, and/or international level. Leadership on scholarly publications in pertinent refereed, high impact professional journals. Development of new and productive research theme and goals. Membership in leading scientific organizations.	<i>Research</i> Record of peer-reviewed funding. Authorship of important reviews, chapters, and/or books. Recognition by peers at the local, state, national, and/or international level. Significant contributions to scholarly publications in pertinent refereed professional journals. Consistent research theme. Membership in leading scientific organizations.	<i>Research</i> Record of participation on research projects. Authorship of important reviews, chapters, and/or books. Recognition by peers at the local, state, national, and/or international level. Significant contributions to scholarly publications in pertinent refereed, high impact, professional journals. Consistent and significant contributions to the research endeavors of the department, school, or center. Membership in leading scientific organizations.	<i>Research</i> Record of consistent participation on research projects. Publication of important practice materials (e.g. guides, reports, etc.). Recognition by peers at the local, state, national, and/or international level. Leadership on scholarly publications in pertinent refereed, high impact professional journals.	<i>Research</i> Record of participation on research projects. Publication of important educational materials (e.g. guides, white papers, etc.). Recognition by peers at the local, state, national, and/or international level. Significant contributions to scholarly publications in pertinent refereed professional journals.	<i>Research</i> Record of participation on research projects. Publication of important educational materials (e.g. guides, white papers, etc.). Scholarly publications in pertinent refereed professional journals.

Guidelines for Faculty Appointment, Promotion, and Tenure

ASSOCIATE PROFESSOR, CONTINUED:

TENURE STREAM	APPOINTMENT STREAM	Prefix: RESEARCH	Suffix: PUBLIC HEALTH PRACTICE Tenure Stream	Suffix: PUBLIC HEALTH PRACTICE Appointment Stream	Suffix: PUBLIC HEALTH EDUCATION
<i>Teaching</i> Consistent, significant contributions to teaching and departmental education goals and objectives. Contributions to the design, organization, and instruction of course or educational programs. Demonstrated ability to evaluate and mentor graduate students. Service as committee member of students' theses, dissertation committees, and examination committees. Evidence of maintained teaching effectiveness and continued growth.	<i>Teaching</i> Consistent, significant contributions to teaching and departmental education goals and objectives. Contributions to the design, organization, and instruction of course or educational programs. Demonstrated ability to evaluate and mentor graduate students. Service as committee member of students' theses, dissertation committees, and examination committees.	<i>Teaching</i> Consistent support of departmental education goals and objectives.	<i>Teaching</i> Consistent, significant contributions to teaching and departmental education public health practice goals and objectives. Contributions to the design, organization, and instruction of course or educational programs. Demonstrated ability to evaluate and mentor graduate students. Service as committee member of students' theses, dissertation committees, and examination committees. Evidence of maintained teaching effectiveness and continued growth.	<i>Teaching</i> Consistent, significant contributions to teaching and departmental education public health practice goals and objectives. Contributions to the design, organization, and instruction of course or educational programs. Demonstrated ability to evaluate and mentor graduate students.	<i>Teaching</i> Consistent, significant contributions to public health education. Contributions to the design, organization, and instruction of course or educational programs. Demonstrated ability to evaluate and mentor graduate students. Service as committee member of students' theses, dissertation committees, and examination committees. Demonstrated excellence in classroom teaching. Substantial leadership and/or extra-classroom achievements in education. Publication of textbook chapters. Successful recruitment of qualified trainees to the departmental programs.

Guidelines for Faculty Appointment, Promotion, and Tenure

ASSOCIATE PROFESSOR, CONTINUED:

TENURE STREAM	APPOINTMENT STREAM	Prefix: RESEARCH	Suffix: PUBLIC HEALTH PRACTICE Tenure Stream	Suffix: PUBLIC HEALTH PRACTICE Appointment Stream	Suffix: PUBLIC HEALTH EDUCATION
<i>Service</i>	<i>Service</i>	<i>Service</i>	<i>Service</i>	<i>Service</i>	<i>Service</i>
Participation on committees of the faculty member's department, the Graduate School of Public Health, and/or the University of Pittsburgh.	Participation on committees of the faculty member's department, the Graduate School of Public Health and/or the University of Pittsburgh.	Participation on committees of the faculty member's department, the Graduate School of Public Health and/or the University of Pittsburgh.	Service to the public health practice mission of the faculty member's department, the Graduate School of Public Health and/or the University of Pittsburgh.	Service to the public health practice mission of the faculty member's department, the Graduate School of Public Health and/or the University of Pittsburgh.	Service to the public health education mission of the faculty member's department, the Graduate School of Public Health and/or the University of Pittsburgh.
Service as a peer-reviewer for leading professional publications, scientific conferences, and grant review panels.	Service as a peer-reviewer for leading professional publications, scientific conferences, and grant review panels.	Service as a peer-reviewer for leading professional publications and scientific conferences.	Involvement in Public Health at local, state, and national arenas, which includes participation in the planning, design, implementation, or evaluation of public health programs.	Involvement in Public Health at local, state, and national arenas, which includes participation in the planning, design, implementation, or evaluation of public health programs.	Participation in University-wide educational activities and committees.
Involvement in Public Health at local, state, and national arenas, which includes participation in the planning, design, implementation, or evaluation of public health programs.	Involvement in Public Health at local, state, and national arenas, which includes participation in the planning, design, implementation, or evaluation of public health programs.		Membership in organizations involved with public health practice.	Membership in organizations involved with public health practice.	Membership in organizations involved with public health education policy.
Participation in scientific or policy committees advisory to the government or to foundations.	Participation in scientific or policy committees advisory to the government or to foundations.				Participation in education sections or meetings of relevant national societies and meetings.
Evidence that the candidate plays a critical role in the programmatic needs of the department and school.					Recognition by peers nationally and/or internationally.

Guidelines for Faculty Appointment, Promotion, and Tenure

PROFESSOR:

Per the University of Pittsburgh Faculty Handbook: "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 Assistant and Associate Professor ranks."

The criteria listed below are specific to the Graduate School of Public Health. Please use these only as guidelines.

TENURE STREAM	APPOINTMENT STREAM	Prefix: RESEARCH	Suffix: PUBLIC HEALTH PRACTICE Tenure Stream	Suffix: PUBLIC HEALTH PRACTICE Appointment Stream	Suffix: PUBLIC HEALTH EDUCATION
<i>General</i> Demonstrated leadership in their public health field.	<i>General</i> Demonstrated leadership in their public health field.	<i>General</i> Demonstrated excellence in public health research.	<i>General</i> Demonstrated leadership in public health practice.	<i>General</i> Demonstrated leadership in public health practice.	<i>General</i> Demonstrated leadership in public health education.
<i>Research</i> Sustained and continuous record of obtaining peer reviewed research funding. Leadership of scholarly publications in pertinent refereed, high impact, professional journals. Membership on editorial boards of scientific publications in the field of scholarship. Leadership role in scientific organizations in the field of scholarship. Recognition of scholarly contribution by peers nationally and internationally. Authorship of important reviews, chapters, and/or books. Acknowledged leadership in the field.	<i>Research</i> Sustained record of obtaining peer reviewed research funding. Leadership of scholarly publications in pertinent refereed professional journals. Membership on editorial boards of scientific publications in the field of scholarship. Leadership role in scientific organizations in the field of scholarship. Recognition of scholarly contribution by peers nationally and internationally. Authorship of important reviews, chapters, and/or books. Established research agenda.	<i>Research</i> Record of consistent peer reviewed research funding. Leadership of scholarly publications in pertinent refereed professional journals. Membership on editorial boards of scientific publications in the field of scholarship. Leadership role in scientific organizations in the field of scholarship. Recognition of scholarly contribution by peers nationally and internationally. Significant contribution to the research endeavors of the school, department, or center. Membership on grant-review study sections, scientific advisory panels and/or consensus panels.	<i>Research</i> Record of consistent participation on research projects. Scholarly publications in pertinent refereed, high impact, professional journals. Membership on grant-review study sections, scientific advisory panels and/or consensus panels. Publication of important public health practice materials (e.g. guides, reports, etc.).	<i>Research</i> Record of consistent participation on research projects. Scholarly publications in pertinent refereed professional journals. Publication of important public health practice materials (e.g. guides, reports, etc.).	<i>Research</i> Record of consistent participation on research on public health educational theory, methods, or implementation. Scholarly publications in pertinent refereed professional journals. Publication of important educational materials (e.g. guides, white papers, etc.) Presentations on educational issues.

Guidelines for Faculty Appointment, Promotion, and Tenure

PROFESSOR, CONTINUED:

TENURE STREAM	APPOINTMENT STREAM	Prefix: RESEARCH	Suffix: PUBLIC HEALTH PRACTICE Tenure Stream	Suffix: PUBLIC HEALTH PRACTICE Appointment Stream	Suffix: PUBLIC HEALTH EDUCATION
<i>Teaching</i>	<i>Teaching</i>	<i>Teaching</i>	<i>Teaching</i>	<i>Teaching</i>	<i>Teaching</i>

Significant contribution to teaching and departmental education goals and objectives.

Demonstrated ability to evaluate and mentor graduate students.

Demonstrated capacity to mentor junior faculty members effectively.

Leadership role in departmental or school-wide educational mission.

Invited lectureships at major universities and leading scientific societies.

Service as committee member of students' theses, dissertation committees, and examination committees.

Leadership in developing or continuing important courses for the department or school.

Significant contribution to teaching and departmental education goals and objectives.

Demonstrated ability to evaluate and mentor graduate students.

Demonstrated capacity to mentor junior faculty members effectively.

Leadership role in departmental or school-wide educational mission.

Invited lectureships at major universities and leading scientific societies.

Service as committee member of students' theses, dissertation committees, and examination committees.

RESEARCH

Consistent support of departmental education goals and objectives.

Demonstrated ability to evaluate and mentor graduate students or junior faculty members.

PUBLIC HEALTH PRACTICE
Tenure Stream

Consistent contributions to teaching and departmental public health practice education goals and objectives.

Demonstrated ability to evaluate and mentor graduate students.

Service as committee member of students' theses, dissertation committees, and examination committees.

PUBLIC HEALTH PRACTICE
Appointment Stream

Consistent contributions to teaching and departmental public health practice education goals and objectives.

Demonstrated ability to evaluate and mentor graduate students.

PUBLIC HEALTH EDUCATION

Consistent contributions to teaching and departmental public health education goals and objectives.

Demonstrated ability to evaluate and mentor graduate students.

Leadership role in departmental or school-wide educational mission.

Service as committee member of students' theses, dissertation committees, and examination committees.

Recognition of public health education contribution by peers nationally and/or internationally.

Leadership in organizations involved with public health education policy.

Development of successful new degree programs.

Innovations in educational methods that go beyond a single course.

Publication of textbooks.

Leadership role in training grants.

Guidelines for Faculty Appointment, Promotion, and Tenure

PROFESSOR, CONTINUED:

TENURE STREAM	APPOINTMENT STREAM	Prefix: RESEARCH	Suffix: PUBLIC HEALTH PRACTICE Tenure Stream	Suffix: PUBLIC HEALTH PRACTICE Appointment Stream	Suffix: PUBLIC HEALTH EDUCATION
<i>Service</i>	<i>Service</i>	<i>Service</i>	<i>Service</i>	<i>Service</i>	<i>Service</i>
Effective participation and service as leader (chairperson) on the committees of the faculty member's department, school and/or the University of Pittsburgh.	Effective participation and service as leader (chairperson) on the committees of the faculty member's department, school and/or the University of Pittsburgh.	Service on departmental, university, and external professional committees. Service as a reviewer of leading professional publications.	Service to the public health practice mission of the faculty member's department, the Graduate School of Public Health and/or the University of Pittsburgh.	Service to the public health practice mission of the faculty member's department, the Graduate School of Public Health and/or the University of Pittsburgh.	Development of continuing education and /or professional certification programs
Leadership role in the programmatic needs of the department and school.	Leadership role in the programmatic needs of the department and school.		Leadership in organizations involved with public health practice.	Leadership in organizations involved with public health practice.	Educational leadership role for a school or University.
Serve on editorial board and/or review member of study sections at the national and/or international level.	Serve on editorial board and/or review member of study sections at the national and/or international level.		Recognition of contribution by peers at the national and/or international level.	Recognition of contribution by peers at the national and/or international level.	Leadership role for educational standard development such as competency sets.
Participation in scientific or policy committees advisory to the government or to foundations.	Participation in scientific or policy committees advisory to the government or to foundations.		Involvement in Public Health at local, state, and national arenas, which includes participation in the planning, design, implementation, or evaluation of public health programs.	Involvement in Public Health at local, state, and national arenas, which includes participation in the planning, design, implementation, or evaluation of public health programs.	Leadership in education sections or meetings of relevant national societies and meetings
Involvement with organizations, agencies, or professional groups at local, state, national and international levels which includes participation in the planning, design, implementation or evaluation of public health programs or policies.	Involvement with organizations, agencies, or professional groups at local, state, national and international levels which includes participation in the planning, design, implementation or evaluation of public health programs or policies.				Serve as peer-reviewer for health-related scientific journals, conferences, and grants.