UNIVERSITY OF PITTSBURGH

SCHOOL OF PHARMACY

POLICY AND PROCEDURES FOR THE
APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FACULTY

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## POLICY AND PROCEDURES FOR THE APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FACULTY

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POLICY AND PROCEDURES FOR
THE APPOINTMENT, REAPPOINTMENT, AND PROMOTION OF FACULTY

This document is intended to supplement the appointment and tenure policies document of the University of Pittsburgh. These policies can be reviewed by following the these links.

Faculty Policies - http://www.provost.pitt.edu/handbook/handbook.html
Faculty Appointment & Promotion - http://www.provost.pitt.edu/memo/faculty_personnel_actions.html
Distinguished Faculty Awards - http://www.provost.pitt.edu/faculty-affairs/distinguished.html

I. INTRODUCTION

To be promoted to the next academic rank, faculty are expected to advance the mission of the School of Pharmacy by engaging in teaching, research and service. Practice-based faculty have the additional area of patient care.

Criteria for appointment, reappointment and promotion of faculty within and outside the tenure stream are similar in many respects. Differences lie in the extent to which the efforts of the individual faculty members are focused on research and scholarly activities (hereafter collectively referred to as scholarly work) versus teaching, service and patient care.

II. THE APPOINTMENT, PROMOTION AND TENURE (APT) COMMITTEE

The standing Appointment, Promotion and Tenure (APT Committee) of the University of Pittsburgh School of Pharmacy reviews and recommends action on faculty appointments (above the rank of assistant professor), promotions and tenure.

A. The APT committee is comprised of

Eight members (including a chairperson) from the faculty of the School of Pharmacy - Members represent a balance between the Department of Pharmacy and Therapeutics and the Department of Pharmaceutical Sciences. The majority are tenured professors, so that candidates for promotion to the rank of professor with tenure will be considered by a majority of the committee. All members are appointed by the dean for a term of three years. Terms are staggered so that two to three new members rotate onto the committee each year. The committee is headed by a chairperson, also named by the dean. A member of the committee serves as a vice-chairman for one year and then succeeds the chairman to maintain continuity.

One senior faculty member from a school outside the School of Pharmacy - One tenured professor from outside the School of Pharmacy serves on the committee, generally for a one to two year term. Though the individual generally holds a secondary faculty appointment in the School, such an appointment is not required. A tenured professorship is required so that this member can vote on all possible appointments and promotions that will be presented to the committee.

One administrative assistant – A senior staff member serves as the recording secretary for the committee. This member records and posts the confidential proceedings of each meeting to a shared, confidential digital folder. This member also provides administrative support during the collection of external and internal letters of support during a promotion review.
B. Guidelines for the APT Committee

The Committee meets biannually in May and September, and as needed depending on the committee’s workload.

For each faculty promotion consideration, the APT Committee develops the list of external reviewers from whom letters will be requested regarding the suitability of the faculty member for promotion, tenure, or appointment to a rank of distinction, including endowed chair and endowed professorship.

The APT Committee holds responsibility for making recommendations for action in the following situations:

1. Promotions to a more senior rank that require review by the APT committee based on chair recommendations, the candidates personal statement and their curriculum vitae with solicitation of external and internal letters of recommendation
   - Assistant professor to associate professor (with or without tenure)
   - Associate professor to professor (with or without tenure)
   - Research assistant professor to research associate professor
   - Research associate professor to research professor

2. Promotions to a more senior rank that require only internal review by the APT Committee based on chair recommendations, the candidates personal statement and their curriculum vitae
   - Instructor to assistant professor
   - Adjunct instructor to adjunct assistant professor
   - Adjunct assistant professor to adjunct associate professor
   - Adjunct associate professor to adjunct professor

3. Appointments of senior lecturers (internal review by committee based on chair recommendations, the candidate’s personal statements and their curriculum vitae)

4. Appointment to ranks above the rank of assistant professor for newly hired faculty

5. Appointment to a rank for all secondary faculty appointments

6. Designation of faculty as:
   - University Professor
   - Distinguished Professor
   - Distinguished Service Professor

7. Designation of faculty for the awarding of an endowed chair or endowed professorship (reviewed by committee with solicitation of external and internal letters of recommendation)

8. Recommends action regarding conferral of tenure to untenured associate professors or professors in the tenure stream

9. Type A and Type B transfers of faculty out of the tenure stream.
The APT Committee is responsible for:

- Evaluating the credentials and letters of recommendation of a candidate and subsequently voting to recommend or not recommend the individual for appointment, promotion or tenure.
- Preparing a report, including the actual vote of the committee.
- Forwarding the report to the dean, along with a letter that lists the external referees, their current positions, and who recommended them for review.

III. GUIDELINES AND TIMELINES FOR THE APPOINTMENT AND PROMOTION PROCESS

A. The appointment and promotion process:

Promotions are initiated by the department chair in consultation with the candidate. Subsequent to this meeting, the candidate prepares a promotion dossier. In cases of appointment, promotion and/or tenure, the department chair is responsible for forwarding the completed dossier to the chair of the APT Committee.

_Dossier for appointment_. The appointment dossier consists of a letter from the department chair outlining the reasons for the selected rank as well as the curriculum vitae of the candidate and other pertinent documents.

_Dossier for promotion_. The candidate is responsible for preparing a personal statement, curriculum vitae, a promotion review document and a list of approximately six potential external referees. The department chair writes a letter of recommendation and provides a list of at least three potential external referees. The department chair forwards the entire dossier to the chair of the APT Committee.

_Procedures for promotion_. Reviews for promotion to a more senior rank are coordinated by a “co-chair” appointed by the full committee. The committee compiles a list of external referees for each candidate from those submitted by the candidate and department chair, as well as those suggested by Committee members. The APT “co-chair” then solicits letters of support from these external referees and from all department faculty members at, or above, the rank to which the candidate is being promoted. All external referees are supplied with a copy of the candidate’s promotion dossier. Copies of the dossier are placed in departmental offices for review by internal faculty members.

_Procedures for appointment_. Reviews of recommended appointment ranks above that of assistant professor are done internally by the committee after considering the candidates curriculum vitae and letters from the department chair and dean. The committee will review the experience and accomplishments of the candidate with regard to academic degree; accomplishments in teaching and scholarly work; and current or planned involvement in department, school, and university programs. After review, the committee’s recommendation, the curriculum vitae of the individual and all other relevant documents will be forwarded to the department chair and dean.
B. **Timetable for the promotion process**

June - July
At the annual evaluation meeting, the department chair and faculty member discuss
the faculty member’s qualification for promotion and/or tenure in the upcoming year.
If the faculty member is qualified for promotion, he/she begins assembly of a
promotion review document.

By September 15
Annual email from the dean’s office reminding all faculty members about the
promotion/tenure calendar.

By January 1
Department chairs submit names of candidates for promotion and/or tenure to the
chair of the APT Committee.

By March 15
Candidate submits complete promotion documents to the department chair. The
Chair and candidate evaluate and revise document.

By May 15
The department chair submits: his/her recommendation letter, the candidate’s edited
promotion document, the candidate’s current *curriculum vitae*, chair-suggested
external referees and candidate-suggested external referees to the chairman of the
APT Committee.

May 30
At its annual standing meeting, the APT Committee elects a co-chair for the
promotion and assembles a list of external reviewers from whom letters of
recommendation will be solicited.

By July 1
The APT co-chair mails the dossier to the external reviewers and requests an
evaluation letter from the department faculty members of appropriate academic rank.

August 1 – September 15
The APT co-chair collects evaluation letters from external and internal reviewers. If
desired, the candidate submits additional information deemed as new achievements.

By November 1
The APT chair submits recommendation to the dean along with supporting
documents and concurrently informs the candidate and the Department Chair of the
completion of the committee’s evaluation

After November 1
The dean requests from the faculty member an updated *curriculum vitae* prior to
writing the dean’s recommendation letter and sending the package for next-level
review.

By January 5
Dean submits recommendations to the Office of the Senior Vice Chancellor for
Health Sciences, and informs the candidate of the completion of the evaluation at the
School level.
IV. APPOINTMENT

A. Full-Time Tenured or Tenure-Stream Faculty

1. Ranks

The ranks of instructor, assistant professor, associate professor, and professor comprise the tenure stream. The University has established the following minimum criteria for each of the tenure-stream ranks. Besides these criteria, faculty must display a capacity for cooperation with associates in meeting school needs and fulfilling their share of school responsibilities.

a. Instructor

The instructor should possess a doctorate or the highest appropriate professional degree or provide evidence that such a degree is being successfully pursued and is expected to be received within a reasonable time.

b. Assistant Professor

An assistant professor should demonstrate teaching ability, experience in advanced study and research, or professional experience of a kind that would enable a comparable academic contribution to be made. The assistant professor should possess a doctorate or appropriate professional degree. The individual should exhibit promise of originality and excellence in his or her field and should have demonstrated ability in guiding and counseling students.

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

c. Associate Professor

An associate professor should possess a doctorate or appropriate professional degree and have substantial experience in teaching and scholarly work. The person should show a capacity for and commitment to maintain teaching effectiveness and the ability for continuing growth as a teacher, scholar, and member of his or her profession. The individual 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 faculty members, and in participating in the activities of the school and university.

d. 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. The professor should have attained superior stature in his or her field through scholarly work, service, leadership in professional and learned organizations, as well as having exceeded the standards described for ranks described above.
2. Terms of Appointment and Tenure

a. The total number of years that faculty members may serve without tenure in the tenure stream shall not exceed seven. If a faculty member has served for seven years in the tenure stream, promotion to associate professor or professor with tenure must occur or the faculty member’s service in the tenure stream must be terminated. Notifications of termination must be made prior to the end of the sixth year in the tenure stream. The maximum allowable duration of service in the tenure stream without tenure shall be independent of previous service at another college or university.

b. The terms of appointment of faculty members in the tenure stream below the rank of associate professor and professor may be for one, two, or three years. When a decision is made not to renew an appointment, the faculty member shall be notified in writing no later than March 15 if on a first one-year appointment; by December 15 if on a second or subsequent consecutive one-year appointment; by December 15 of the second year of a two-year appointment; and twelve months prior to the end of a three-year appointment.

c. A year of appointment in the tenure stream is recognized if the appointment became effective on or before December 31. In cases where the appointment became effective January 1 or later, the remainder of the academic year is disregarded for this purpose, and the next year is counted as the first year of appointment in the tenure stream.

d. Leaves of absence do not interrupt tenure-stream status but may prolong the maximum allowable period in the tenure stream. When a tenure-stream faculty member is granted a leave of absence, the official letter of notification from the provost may state that the term or probationary appointment has been extended and that the period of leave will not be counted as a part of the term or probationary period of service. The minimum extension and period of non-counted service will be one academic term or semester, even though the leave was for a shorter period. An extension under this provision shall be limited to two academic years. (For faculty who have clinical duties, the probationary period may be extended for up to 36 months.)

An extension under this policy shall be made solely for the purpose of enabling the individual concerned to have an opportunity for evaluation substantially equivalent to that of persons not taking leave.

e. Tenure may be held only by professors and associate professors. Tenure shall be held by a faculty member only in the school or at the regional campus where the tenure is granted. Once it has been awarded, tenure is obligatory for the university, optional with the faculty member. Tenure does not apply to administrative positions which may be for indefinite terms and terminable at any time. Furthermore, non-tenure stream faculty may seek and qualify for appointment in the tenure stream, as their situation may justify.

f. Promotion to the rank of associate professor may be made without the award of tenure. Usually the individual will have completed at least three years in the tenure stream. The appointment shall be for a minimum of two years and not longer than four years. If there is no intention of awarding tenure, the individual must be given at least twelve months’ notice of termination prior to the end of the appointment.
g. Initial appointments at the rank of associate professor or professor shall be for a probationary period of three or four years. The award of tenure may take place at any time during the probationary period. If tenure is not to be awarded, the probationary appointee at the associate professor or professor level must be given at least twelve months’ notice prior to the end of probationary appointment. Under exceptional circumstances, the initial appointment of an associate professor or professor may be made with tenure.

B. Full- and Part-Time Non-Tenure-Stream Faculty

A full-time faculty appointment outside the tenure stream may be awarded if: 1) the individual’s primary academic focus involves teaching and/or service; or 2) the position is funded for a finite period. Part-time appointment outside the tenure stream is awarded if less than full-time effort is required and either of the above situations applies. Under these or other special circumstances, if the individual is agreeable to a non-tenure-stream appointment without implication of tenure, a term appointment may be made. Renewal of such appointments is based in part on documentation of continued excellence in performance and contribution to the mission of the school. In exceptional cases, and with good reasons, a person may apply to leave the tenure stream to seek an appointment outside the tenure stream, according to University policy.

1. Ranks

Under the circumstances described above, appointments outside the tenure stream and without tenure may be made with the titles of senior lecturer, and at the ranks of instructor, assistant professor, associate professor, and professor. Experience and accomplishments in academic activities coupled with the highest academic degree held by the appointee are major factors in determining the rank of the initial appointment. The criteria for appointment within each rank are the same as those described previously for tenure-stream faculty with the following distinctions:

a. Senior Lecturer
   The title of senior lecturer is reserved for persons of considerable professional attainment of eminence, or with recognized expertise in their fields of scholarship or in the creative arts.

b. Instructor
   The rank of instructor may be used for the faculty member who does not possess a doctor’s degree or the terminal degree in a discipline but who contributes to the mission of the school in the areas of teaching, scholarly work, and/or service. This rank may also be used for those who possess a doctoral degree but who have limited post-graduate experience. Those candidates whose primary academic focus involves service must have demonstrated competence in their practice areas and be capable of meeting teaching responsibilities.

c. Adjunct Prefix
   An "adjunct" prefix may be used for individuals whose primary responsibilities are outside the University of Pittsburgh and who perform on a part-time basis duties that would otherwise be assigned to members of the full-time faculty.
d. Research prefix
A “research” prefix may be used for individuals whose primary assignment or contribution is investigative, and who is not ordinarily expected to undertake regular teaching responsibilities.

2. Terms of Appointment

The terms of appointment of faculty members outside the tenure stream may be for one to five years and are renewable. The total number of years that a faculty member may serve as an assistant professor outside the tenure stream shall usually not exceed seven. At the time of review, one of four actions can be recommended:

1. promotion to associate professor outside the tenure stream
2. appointment at the rank of assistant professor for a three-year probationary period, with a second review to occur during the final year
3. reappointment as an instructor
4. termination of appointment

3. Appointment Outside the Tenure Stream

a. Individuals may be recruited for non-tenure-stream faculty appointments from outside the University through procedures identical with those outlined for tenure-stream faculty.

b. Non-tenure-stream faculty appointments may also be considered for individuals already holding non-faculty positions within or outside the University who have demonstrated commitment to and active participation in programs and services related to or supportive of the mission of the School of Pharmacy.

c. Recommendations for appointment to the ranks of senior lecturer, instructor, or assistant professor outside the tenure stream will be made by the department chair directly to the dean.

d. The qualifications of candidates for appointment at the rank of associate professor or professor outside the tenure stream will be reviewed by the standing Appointment, Promotion and Tenure Committee of the school. This committee will review the experience and accomplishments of the candidate with regard to academic degree; accomplishments in teaching, scholarly work, and service; and current or planned involvement in school programs. After such review, the committee’s recommendation (including suggested rank), the curriculum vitae of the individual, and all other relevant documents will be forwarded to the department chair for further consideration or to the dean who will forward all supporting documents to the senior vice chancellor – health sciences.
V. REAPPOINTMENT AND PROMOTION

A. Policy on Reappointment and Promotion

As a basic standard for reappointment and promotion, the candidate must possess personal and professional integrity with a strong sense of moral values and ethics and contributes in a cooperative manner and with collegial spirit so as to assist in the long-range advancement of the missions of the department, the school, and the university.

The ultimate purpose of reappointment and promotion is to build the best possible faculty for the school, taking into consideration the special contributions that can be made by each member. An atmosphere must be fostered in which faculty members can attain the highest level of competence within their capabilities. Reappointment and promotion are recognition of past achievements and confidence in future accomplishments leading to the highest level of performance possible for each faculty member. The performance record of a candidate for reappointment or promotion will be evaluated in the following areas: 1) teaching, 2) scholarly work, 3) service and 4) patient care if applicable. Performance of service activities is an important and required responsibility for faculty members. Demonstrated excellence in this area may compensate for reduced contributions in teaching and scholarly work, but cannot totally replace these latter responsibilities if promotion above the rank of instructor is to be achieved.

B. Procedure for Initiating Faculty Reappointment and Promotion

The University of Pittsburgh appointment and tenure policies require periodic consideration of reappointment or promotion in the academic ranks. In addition, faculty members have the responsibility of discussing their position with their department chair and/or dean. It is the responsibility of the department chair to meet annually with each faculty member to communicate the goals that must be attained to satisfy the guidelines and criteria for recommendation for reappointment and/or promotion. This annual review process is particularly critical to newly appointed and non-tenured faculty. Faculty members will be advised of the time when decisions concerning renewal, promotion, and tenure are to be made and when to submit material to assure adequate consideration of their accomplishments.

Recommendation for reappointment at the same rank (including the duration of the renewed appointment) is made in writing by the department chair to the dean. Recommendation for promotion is made in writing by the department chair to the APT Committee accompanied by the candidate’s curriculum vitae and promotion review document.

Requests for promotion for a faculty member holding a joint appointment (secondary appointment) in the School of Pharmacy will be considered by the standing Appointment, Promotion and Tenure Committee. Subsequent to receiving a request from the school or department where the primary appointment is held, the department chair will, after review, make a recommendation to the dean, who will notify the APT Committee. Documentation appropriate for the school or department where the primary appointment is held will accompany the request.
C. Guidelines for Reappointment and Promotion by Academic Rank

The basis for determining reappointment or promotion to any of the ranks listed below should include annual reviews of faculty performance at the departmental level. For successively higher levels or rank, higher levels of achievement are required.

1. Instructor Reappointment and Promotion

   a. For reappointment as instructor, the individual must have demonstrated the following: effectiveness in teaching; continued commitment to the missions of the department, school, and university; and contributions in the area of service.

   b. For promotion to the rank of assistant professor, in addition to the above criteria, the individual must have demonstrated the following: effectiveness in teaching; evidence of scholarly work; and evidence of service activities, professional development, and the potential for further promotion.

   c. The APT Committee will review the supporting documentation submitted by each individual being considered for promotion to assistant professor.

2. Assistant Professor Reappointment and Promotion

   a. For reappointment as assistant professor, the individual must have demonstrated effectiveness in teaching, evidence of continued scholarly work and service activities, progress in professional development, and continued commitment to the missions of the department, school, and university.

   b. For promotion to the rank of associate professor, the faculty member must display a sustained and significant record of accomplishment in teaching, scholarly work, service and patient care when appropriate.

   c. For promotion, a candidate should excel in either teaching or scholarly work with an above average performance in at least two other areas. Although other factors will be considered, professional publications and the receipt of grants will be important elements in assessing the achievements of tenure-stream faculty. The faculty member’s record should document an emerging reputation of regional and/or national scope.

   d. The APT Committee will review the supporting documentation submitted by each individual being considered for promotion to assistant professor.

3. Associate Professor Reappointment and Promotion

   a. For reappointment as associate professor, the individual must have demonstrated effectiveness in teaching, evidence of sustained scholarly work and service activities, and continued professional development and commitment to the missions of the department, school, and university.

   b. For promotion to the rank of professor, the candidate must be an associate professor and have a sustained record of achievements in teaching, scholarly work, and service. The rank of professor is among the highest honors that the university can bestow on a faculty member and should be granted only to those who have distinguished themselves in their respective disciplines. Tenure-
stream faculty should excel in teaching and scholarly work, with demonstrated achievement in service activities. Non-tenure-stream faculty members are expected to excel in two areas and demonstrate achievement in the third area. Furthermore, all candidates must have achieved national and/or international recognition in their respective disciplines. Although other factors will be considered, advisory boards, professional publications, invited editorships and lectureships, and holding of professional societal offices will be important elements in assessing accomplishments and the achievement of national or international recognition.

c. The APT Committee will review the supporting documentation submitted by each individual being considered for promotion to assistant professor.

4. Professor Reappointment

For reappointment as professor, the individual must provide evidence of sustained achievements in teaching, scholarly work, service and patient care (if applicable) and a continuing commitment to the missions of the department, school, and university.

5. Reappointment and Promotion of Adjunct and Research Faculty Members

Reappointment and promotion of individuals holding clinical or research titles should be based on merit and documented accomplishments rather than on time in academic rank. The candidate's commitment to the missions of the school, professional competence, documented contributions, and evaluations from the department chair, peers, and students will weigh heavily in the deliberations using the applicable criteria given in this document. Promotion of Adjunct faculty will generally follow the faculty member's promotion in the school in which they have a primary appointment. The APT committee will review the accomplishments of the faculty member and any other documents from the faculty member's school of primary appointment.

6. Nonrenewal of Appointment

When a decision is made not to renew an appointment of a faculty member who has completed less than five full years of continuous service, the faculty member shall be notified in writing no later than three and a half months prior to the end of the appointment. When a decision is made not to renew an appointment of a faculty member who has completed at least five full years of continuous service, the faculty member shall be notified in writing no later than five and a half months prior to the end of the appointment. Faculty members outside the tenure stream who are supported in whole or in part by grants must be notified by the applicable time before the termination of the grant as to whether or not they will be reappointed should a supporting renewal or replacement grant be obtained.

7. Procedures for appealing denial of tenure and/or promotion or reappointment

The general appeal procedures are stated in The University of Pittsburgh Faculty Reviews and Appeals, Principles, and Procedures. These policies provide for informal means of review and appeal through the department chair, and formal review through an appeals panel and the University Hearing Board.

VI. CRITERIA FOR EVALUATING FACULTY FOR TENURE AND/OR PROMOTION
Qualifications for promotion are evaluated on the basis of performance in the following four appropriate categories: 1) teaching, 2) scholarly work, 3) service and 4) patient care. The sections that follow describe the desirable attributes of faculty members in teaching, scholarly work and service, followed by the specific criteria that will be used to evaluate candidates for promotion. Guidelines for the candidate to prepare a promotion document that addresses each criterion are included in Appendix A at the end of this document.

A. Evaluation of Teaching

Teaching refers to the broad area of student-faculty interaction for educational purposes. Competence in teaching may be evaluated by considering the faculty member's degree of teaching responsibilities, demonstration of innovation in teaching, documentation of teaching effectiveness, and impact on students. The following desirable qualities and principal criteria will be used to assess teaching excellence.

1. Desirable Qualities

   a. The faculty member is enthusiastic and independent while possessing a spirit of scholarly inquiry and the highest standards of integrity.

   b. The faculty member guides, counsels, and inspires students to think critically and become active, self-directed learners. There is genuine interest in students as individuals and empathy with their learning difficulties. Attempts are made to arouse curiosity in beginning students and to stimulate advanced students to creative work.

   c. The faculty member stimulates students to pursue interests beyond minimum classroom and laboratory requirements, thereby fostering their personal and professional development.

   d. The faculty member is an effective teacher in his or her own professional setting who continually strives to improve teaching.

   e. The faculty member is knowledgeable of current concepts and new or recent developments in the discipline. Outmoded concepts are discarded or placed in a proper perspective.

   f. The faculty member presents material efficiently in an organized manner with force and logic and is able to lead students through thought processes required in the solution of differing kinds of problems. The relevance of the material to other fields is established, and carefully selected illustrations are used to enhance the teaching of the subject matter.

   g. The faculty member assesses student learning by employing methods that require integration and application of principles, critical thinking, and problem solving, rather than short-term memorization of specific details.

   h. The faculty member is innovative, yet critical and selective, in the development and use of new teaching techniques. Only teaching aids of the highest quality are used, and then only after their degree of appropriateness has been determined. The faculty member prepares and uses educational materials (for
example, textbooks, technology and computer software) that are current and recognized as appropriate by colleagues.

i. The faculty member's influence as a teacher and scholar is felt beyond the campus classroom through publications, presentations, and other activities.

j. The faculty member holds membership in, and seeks to play an active role in, professional teaching societies, including the American Association of Colleges of Pharmacy.

2. Criteria for the Evaluation of Teaching

a. Documentation of substantial teaching responsibilities and the importance of those teaching duties with respect to the mission of the school.

b. Assumption of administrative or supervisory responsibility for courses.

c. Contributions to course and curriculum development.

d. Development of innovative approaches to teaching, such as creative instructional materials and classroom techniques.

e. Performance of research in educational methods and techniques.

f. Contributions to continuing education programs of the school or other institutions.

g. Documentation of teaching effectiveness and continued efforts to improve performance.

h. Participation in professional teaching societies, especially the American Association of Colleges of Pharmacy.

i. Counseling, mentoring and advising of students and residents.

j. Other evidence of teaching excellence.

B. Evaluation of Scholarly Work

Scholarly work refers to research and other creative endeavors that lead to significant advances in new information or knowledge. These endeavors may emanate from many venues, including teaching environments, research laboratories or patient care settings. The following desirable qualities and principal criteria are used to evaluate these activities.

1. Desirable Qualities

a. The faculty member is a creative individual who engages in scholarly work and disseminates the results of such activity. The faculty member's primary research should have an established programmatic focus. The faculty member's goal should be to become a recognized expert in an area of focus.
b. The scholarly work of the faculty member is recognized as a significant contribution by the acceptance of scholarly reports in appropriate and recognized journals in his or her field of endeavor. It is expected that a majority of these reports will be published in refereed journals.

c. The faculty member presents the results of scholarly work at national and international meetings in the form of contributed papers, symposia, or similar activities.

d. The faculty member’s scholarly work has an impact on both professional and graduate students. The faculty member attempts to interest students in special research projects and monitors their work.

e. The faculty member actively seeks external sources of funding to support his or her scholarly work.

f. The faculty member recognizes the importance of interdisciplinary activity and attempts to cultivate such relationships, both internal and external to the School of Pharmacy.

g. The faculty member serves on peer review committees, such as those utilized by governmental granting and contractual agencies or private industry and foundations.

h. The faculty member contributes to the quality of scholarly publications by serving as a referee for manuscripts, abstracts, presentations, and books. Membership on the editorial advisory board of professional and scientific journals serves as recognition of the faculty member’s authoritative standing within the discipline.

i. The faculty member serves as a consultant to governmental agencies and/or industrial establishments, which is further testimony of the faculty member’s stature within the discipline.

j. The faculty member is a member of, and seeks to be active in, research and professional societies and organizations.

2. Criteria for the Evaluation of Research and Scholarly Activities

a. Publication of research reports in quality refereed journals, especially with the candidate as the primary or senior author.

b. Publication of research papers which demonstrate systematic pursuit of an established programmatic research problem.

c. Presentation of original research at scientific and professional meetings.

d. Submission of grant proposals and receipt of grants, especially those of a competitive, peer-review nature, but also including industry grants, contracts, and monies from other sources.
e. Authorship of other scholarly publications, such as monographs, review articles, book chapters, and books.

f. Presentation of invited lectures at regional, national, and international society meetings or other educational institutions.

g. Involvement in the research activities of students.

h. Demonstration of interdisciplinary collaboration.

i. Performance of service related to the review of grant proposals, manuscripts, and books.

j. Service as Editor or as a member of the editorial boards of professional and scientific journals.

k. Service as a consultant to governmental agencies and/or industry.

l. Invited lecturer or chair of programs for professional or scientific organizations.

m. Appointments to regional, national, and international advisory boards or committees.

n. Membership, participation, and leadership in professional or scientific-research societies and organizations.

o. Documentation of awards received for research or scholarly work and other evidence of creative excellence and national or international recognition.

C. Evaluation of Service

Service refers to the work that faculty members perform for the department, school, and university. In addition, service may also include professional practice contributions to the pharmacy profession and the welfare of the community and public. The following desirable qualities and criteria serve as evidence of excellence in these areas.

1. Desirable Qualities

a. The faculty member demonstrates the knowledge, skills, and demeanor required for exemplary professional practice, including the clinical, administrative, and educational abilities to achieve the desired patient outcomes.

b. The faculty member in professional practice develops progressive and valued pharmaceutical services.

c. The faculty member participates in evaluative and corrective programs, such as serving on pharmacy and therapeutics committees, conducting drug usage evaluations, and performing related activities.

d. The faculty member maintains professional competence by attending meetings and conferences that serve to update knowledge and skills.
e. The faculty member conducts all service activities according to accepted and progressive methods and serves as an example for students.

f. The faculty member accepts department, school, university, and institutional committee assignments and discharges them in an exemplary fashion.

g. The faculty member serves as an appointed or elected representative of the school on various university governing and representative bodies.

h. The faculty member belongs to and participates in professional organizations appropriate to his or her background, responsibilities, and interests.

i. The faculty member provides valued services, including educational programs to academic, industrial, governmental, professional, and community groups.

j. The faculty member serves on professional and other committees at the local, state, or national level, which may include review panels and site visits to further the profession and assist colleagues in other institutions.

k. The faculty member serves as a committee member, chair or elected officer of professional organizations.

l. The faculty member serves as an advisor or in some other consulting role to various student organizations.

m. The faculty member serves as an administrator at the department, school, or university levels.

2. Criteria for the Evaluation of Service

   a. Provision of progressive and exemplary pharmaceutical care.

   b. Demonstration of a leadership role in professional practice.

   c. Publication of scholarly articles concerning practice or service activities.

   d. Preparation of educational articles, newsletters, and monographs.

   e. Participation in organized activities to ensure the safe, effective, and economical use of drugs in society.

   f. Demonstration of efforts to maintain professional competence.

   g. Presentation of educational programs to academic, industrial, government, and community groups.

   h. Participation in patient counseling and advisement.

   i. Participation in local, regional, national, and international professional or service organizations.
j. Effective participation in departmental, school, and university committees and other administrative activities.

k. Participation in faculty governance, such as the faculty assembly or senate.

l. Service as faculty advisor for professional student organizations.

m. Honors and awards received in recognition of outstanding service contributions.

n. Contributions in other areas of service which have resulted in local, state, national, or international recognition.

o. Documentation of other evidence of exemplary service activities.

D. Evaluation of patient care

Due to the diversity of practice sites involved in patient care, evaluation and documentation is highly variable. It is the responsibility of the candidate to summarize patient care activities in a suitable format.
APPENDIX A

GUIDELINES FOR THE PREPARATION OF A PROMOTION REVIEW PORTFOLIO

The candidate being considered for promotion, in consultation with the department chair, will prepare a promotion review portfolio citing background information and accomplishments using the general format detailed below. The evaluation criteria described in this document should be applied in a thorough but concise fashion. Items for which there is no supporting documentation should be omitted. The resulting document will be used by the APT committee in reviewing the candidate for promotion. It is intended that completion of the annual Faculty Achievement Reports will expedite the preparation of the candidate’s tenure and/or promotion review portfolio.

The promotion review portfolio has three sections: a personal assessment, a standardized curriculum vitae, and a portfolio of supporting materials. The items listed in Appendix B (Suggested Elements) should be addressed either in the Curriculum Vitae or in the portfolio as appropriate.

I. Personal Assessment

The candidate must provide a self-assessment in the form of an executive summary of the CV and appendices to highlight the importance of selected items contained therein.

II. Curriculum Vitae

The Curriculum Vitae section of the promotion review portfolio should be succinct to allow reviewers to see the progression of work and the integration of professional accomplishments. The outline for the School of Pharmacy curriculum vitae is provided below. In general, the curriculum vitae should be modified only to the extent of indicating reference to the appropriate section of the portfolio. For faculty members who have a curriculum vitae already prepared in the format used by the School of Medicine, such a document is acceptable. This format can be found at http://www.medfaculty.pitt.edu/documents/cv-format.pdf.

III. Portfolio

The portfolio, as guided by the Curriculum Vitae, allows for documentation of professional accomplishments and should generally be divided into the following sections: Teaching, Scholarly Work, Service and Patient Care where applicable.
Curriculum Vitae

Name

Office Address: Building Address
Department Name
University of Pittsburgh
Pittsburgh, PA  15261
Phone Number
E-mail

EDUCATION

19xx-19xx Institution Degree Awarded
19xx-19xx Institution Degree Awarded

APPOINTMENTS AND POSITIONS
This section is the only one in which the most recent event is listed first. Rationale: The reader should be able to identify your current position.

ACADEMIC:
19xx- Current position(s) first, University, School, Department
19xx-19xx Indicate past positions

NON-ACADEMIC:
19xx-19xx Position title, organization, city, state

PHARMACY LICENSURE AND CERTIFICATION
19xx State, License number
19xx Description of certification and number

HONORS AND AWARDS
19xx List in chronological order, with the most recent honor/award last

MEMBERSHIPS IN PROFESSIONAL AND SCIENTIFIC SOCIETIES
19xx- Provide names

TEACHING RESPONSIBILITIES

UNIVERSITY OF PITTSBURGH, 19xx to present
Use format below to provide succinct overview. Use appendices for elaboration, examples, evaluations.

Doctoral Major Advisor
Name Graduated: Month, 19xx
Name Anticipated graduation: Month, 19xx

Thesis/Dissertation Committee Member
Name, degree Graduated: Month, 19xx
Department of candidate
School of candidate
Name
Page

Graduate Courses
Teaching evaluations are provided in Appendix ___.
University Number: Course Title

Professional Courses
Teaching evaluations are provided in Appendix ___.
University Name and Number: Course Title
For independent study, provide names of students, title of project. Term, year.

Team-Taught Professional Courses
University name and number: Course Title
Pharmacy School year of the course, e.g., P-1, P-2, etc. (give inclusive years)

Course Development
Course title (refer to Appendix ____ for details)
The Teaching Appendix should contain a thorough but concise description of contributions to
course development, administrative or supervisory responsibilities for courses, and the
corresponding course syllabi, objectives and sample assignments.

Program/Residency/Fellowship Development and Involvement
Program name (refer to Appendix ____ for details)
Provide list of residents/fellows for whom faculty served as major preceptor

Educational Research
See article(s) # in Publication section, p. yy.

Student Advisor
Name, Year of Graduation

PREVIOUS UNIVERSITY, 19xx to 19xx:
Provide information as above

SERVICE

COMMITTEES
PROFESSIONAL ORGANIZATIONS (Including offices held)
Organization
19xx-19xx Committee name

UNIVERSITY AND SCHOOL
These should be in chronological order; indicate University of Pittsburgh, School of Pharmacy, or
Department Name after the committee name.
19xx-19xx Committee; University of Pittsburgh or School of Pharmacy or Department of

HOSPITAL
19xx-19xx Committee; hospital name
19xx-19xx Committee; hospital name
Name
Page

CONSULTANT
19xx-19xx   Organization

REVIEWER
Journal Reviewer
1985-
Editorial Advisory Board
19xx   Book, Journal name
Other
19xx-19xx   e.g., Society Name, abstract reviewer

OTHER
19xx   Cite service-related information: e.g., faculty advisor to student organizations

PRESENTATIONS
If there are many presentations, divide by type of presentation (e.g., continuing education, invited lectures, in-service education).
Title of presentation, place, date

RESEARCH INTERESTS
Provide a succinct narrative describing research focus.

PUBLICATIONS

PEER REVIEWED ARTICLES
Students* under my direction are indicated by an asterisk.
1.   Last name FM, etc.  Title.  Journal 19xx; vol: inclusive pages.

INVITED PAPERS AND BOOK CHAPTERS
1.   As above

BOOKS AND MONOGRAPHS
1.   Book Title.  Editors, Publisher, City, year.  (Number of pages)

INVESTIGATIONAL NEW DRUG APPLICATION(s):
List authors as in publications above.  Title.  Date.  IND #

OTHER: (list miscellaneous publications)

ABSTRACTS AND SCIENTIFIC PRESENTATIONS AT MEETINGS
Students* under my direction are indicated by an asterisk.
Author list (use publication format)
   Title.  Meeting Name, City, ST, Date.
   Published: Journal 19xx; Vol:pg.

GRANT PROPOSALS FUNDED
Title.  Funding Agency: $amount.  Principal or Co-Investigator.
GRANT PROPOSALS NOT FUNDED

As above.
APPENDIX B

SUGGESTED ELEMENTS FOR INCLUSION IN THE PROMOTION REVIEW PORTFOLIO

I. EVALUATION OF TEACHING

A. Evidence that the faculty member has assumed responsibilities related to the department's, school's, or university's teaching mission.
   1. List graduate and professional courses taught; include course title, course number, number of lecture hours, and/or percentage of course taught.
   2. Include a statement of teaching roles and responsibilities.
   3. Include a reflective statement of teaching goals and approaches.
   4. Provide a list of professional and graduate student advisees.
   5. Document participation in continuing education conferences, workshops, short courses, or other continuing educational activities; indicate the extent of participation (e.g., lecturer, moderator, coordinator, chair); estimate the number of people reached by each activity.

B. Evidence that the faculty member has assumed administrative or supervisory responsibility for courses.
   1. Describe administrative or supervisory responsibilities undertaken for specific courses.

C. Evidence that the faculty member has contributed to course and curricular development.
   1. Document service on any committees related to teaching or curricular development, such as the Curriculum Committee or special committees to examine curricular issues.
   2. Provide samples of representative course materials such as syllabi, assignments, case studies, problem sets, handouts.
   3. Provide documentation of any reviews of colleagues' texts, teaching materials.

D. Evidence that the faculty member has used innovative approaches in teaching, such as the preparation of creative instructional materials or classroom techniques.
   1. List any grants received for developing instructional materials.
   2. Include any evidence of peer recognition for materials developed.
   3. Provide representative samples of teaching innovations, with evaluations.
   4. Describe uses of computer or other new technologies in teaching.
   5. Cite any invited presentations at AACP Meetings.

E. Evidence that the faculty member has performed research in educational methods and techniques.
   1. List scholarly publications related to teaching.
   2. Include a list of presentations at professional meetings that relate to teaching. List publications by other authors which cite the candidate's publications.
   3. Describe any educational research efforts undertaken and their results. Include any grants received for teaching or educational projects.
   4. Include any invitations to consult, give workshops, write articles, or give lectures on teaching research.
   5. Provide any other evidence that teaching contributions are being utilized at other institutions.
F. Evidence of teaching effectiveness. The faculty member can document organization of subject matter, effective classroom communications, knowledge of the subject, and fairness in the design and grading of examinations.
1. Provide examples of course syllabi.
2. Include a summary of the Office of Faculty Development's evaluation of videotaped classes.
3. Include summaries of student evaluations.
4. Include evaluations for any continuing education programs presented.
5. Provide a grade distribution for courses taught.
6. Provide copies for graded examinations with feedback to students on performance. Include some from the best and some from the poorest students.
7. Include examples of completed assignments, including some from the best and poorest students with feedback to students.
8. Describe any awards or honors received for teaching excellence.

G. Evidence of enthusiasm for and continuing efforts to improve teaching.
1. List any regional or national teaching institutes or educational meetings attended.
2. Describe any efforts undertaken to employ new methods of teaching, assessment, or grading to improve teaching.
3. Describe how attendance or participation in courses, workshops, or other programs has improved teaching.

H. Evidence of active participation in professional teaching societies, especially the American Association of Colleges of Pharmacy.
1. List dates of society membership, committee service, and elected or appointed offices held.

I. Evidence of counseling and advising of students.
1. Include any unsolicited comments and letters from students and parents.
2. Document service as faculty advisor for student groups.
3. Describe activity in the school's academic advising programs.

J. Other evidence of teaching excellence.

II. EVALUATION OF SCHOLARLY WORK

A. Publication of refereed research papers.
1. List refereed papers and equivalent publications as a group; provide full details regarding the publications, including title, name of the journal, volume, inclusive pagination, and the year; in instances of multiple authorship, provide the complete listing of authors and indicate the senior or major contributing author by an asterisk; in instances of full joint and equal authorship, each should carry an asterisk; in instances of secondary authorship, the candidate should indicate his/her contribution to the publication.
2. Provide evidence that research has provided new breakthroughs or stimulated the work of other investigators.
3. List publications by other authors in which the candidate's research was cited.
4. For promotion to professor, candidates should consider providing a list of approximately 15 of their most important publications along with a brief annotation of the significance of each.
B. Presentation of original research at scientific meetings.
   1. Cite the titles of the presentation and meeting, the date, the meeting location, and whether the paper was presented in platform or poster format.
   2. Cite corresponding published scientific abstracts in the manner described under A1 above.

C. Submission of grant proposals.
   1. Include grants actually received, those submitted and not approved, those submitted and awaiting approval, and those approved but not funded; list title of proposal, co-investigators, sponsoring agency, dollar amount, and dates of funding; in cases of center grants, list funding amount that came to the school; describe the candidate's role in the project.

D. Current research interests and projects in progress.
   1. List current general interest areas.
   2. Describe ongoing projects including title and co-investigators, the sponsoring agency and amount of grant support (if funded), and the candidate's role in the project.

E. Authorship of other scholarly publications.
   1. Cite books, book chapters, review articles, case reports, book reviews, bulletins, and monographs giving complete reference information. Do not report newsletters, popular magazine articles, and other materials of temporary educational value; such material can be included in the Professional Practice and Service section.

F. Invited lectures presented.
   1. List title of lecture, title of meeting and sponsor, date, and location.

G. Research activities with undergraduate and graduate students.
   1. Describe sponsorship of undergraduate research projects.
   2. List service as a major professor or committee member for graduate students; list the students involved, the dates of participation, the thesis and dissertation titles.
   3. Document any significant consultation with graduate students concerning their research as a member or non-member of their committee.
   4. Describe responsibility for direction of research in the absence of the student's major professor.
   5. Cite publications emanating from the direction or sponsorship of student research.

H. Evidence of interdisciplinary research collaboration.
   1. Describe the individual's role in collaborative projects.

I. Service as reviewer of grant proposals and manuscripts.
   1. List service on peer review committees and as referee for scientific journals or other publications; provide name of organization or journal and dates of service.

J. Service on editorial boards.
   1. List title of journals and dates of service.

K. Service as a scientific consultant.
   1. List names of government agencies or private corporations and dates of service.
L. Invited editorships, lectureships, and chairmanships.
   1. List names of organizations or journals and dates of service.

M. Appointments to advisory boards or committees.
   1. List appointments that were based on research accomplishments of the individual.

N. Participation in scientific or clinical research organizations.
   1. List organization memberships.
   2. Describe service on committees (designate as member or chair).
   3. List election to office or fellowship.
   4. Describe other evidence of activity within these organizations.

O. Research awards received and other evidence of excellence in research.
   1. Describe, if applicable.

III. EVALUATION OF PROFESSIONAL PRACTICE

A. Evidence of substantial contributions in pharmaceutical care.
   1. Describe the nature of the practice, the duration of the service, and time commitment required.
   2. Provide evidence from peers and other health professionals with whom the individual practises that meaningful contributions in professional practice are being made by the faculty member.

B. Leadership in professional practice programs.
   1. Describe the individual's role in developing, implementing or supervising patient care programs.

C. Publication of scholarly articles concerning professional practice.
   1. Cite published papers in the format described above.
   2. List publications by other authors in which the candidate's papers were cited.

D. Articles prepared for institutions or other purposes.
   1. Cite educational articles, newsletters, and monographs written.

E. Participation in activities to ensure the optimal use of medications.
   1. List and describe membership and responsibilities in pharmacy and therapeutics committees, drug usage evaluation, and other institutional committees or programs.

F. Efforts to maintain professional competence.
   1. List information relative to attendance at educational meetings, conferences, and symposia.
   2. Describe other activities devoted to maintenance of professional knowledge and skills.

G. Presentation of educational programs.
   1. Include in-service and other educational lectures for physicians, nurses, and other health professionals.
   2. Include presentations to non-professional groups.
IV. SERVICE TO THE SCHOOL, THE UNIVERSITY AND TO PROFESSIONAL AND SCIENTIFIC ORGANIZATIONS

A. Participation in professional organizations.
   1. Describe membership and activities in any local, regional, national, or international organizations not included elsewhere in the promotion document.

B. Participation in departmental, school, and university activities.
   1. Describe type and extent of participation in committees and other service activities.

C. Participation in faculty governance.
   1. List membership and offices held in the faculty assembly or university senate.

D. Service as faculty advisor for student organizations.
   1. List name of organization and dates of service.

E. Honors and awards received for outstanding service contributions.
   1. List name of award, sponsor, and year received.

F. Other service contributions resulting in recognition.
   1. Describe participation in community and governmental service programs not included elsewhere in the promotion document; report only activities that are directly related to professional expertise and responsibilities.

G. Other evidence of exemplary professional practice.
   1. Provide any additional documentation, if applicable.