

APPOINTMENT, PROMOTION AND TENURE GUIDELINES MEL AND ENID ZUCKERMAN COLLEGE OF PUBLIC HEALTH

Preamble

The Mel and Enid Zuckerman College of Public Health (MEZCOPH) supports and promotes a diverse inter-disciplinary faculty and is committed to faculty development and advancement through a flexible set of Promotion and Tenure Guidelines. MEZCOPH recognizes that, in the pursuit of the highest academic ideals, adherence to acknowledged standards of professional conduct and academic productivity is essential. Therefore, these policies and procedures are established pursuant to paragraph 3.11 of the University Handbook of Appointed Personnel (UHAP), to be read in paragraph P, Section 6-201 of the Arizona Board of Regents (ABOR) Policy Manual. They are intended for use in conjunction with the ABOR Conditions of Faculty Service.

Faculty members in MEZCOPH have responsibilities in several areas; primary among these are research/scholarship, teaching, and professional /public service. While efforts may vary from Department to Department and among individuals, every member of the faculty of MEZCOPH is expected to make contributions to each of these areas.

Achievement of success in the essential areas of activity is recognized by the University through promotion in rank and with award of tenure. Promotion and tenure are achieved only through documented evidence of accomplishments. All faculty of The University of Arizona are reviewed for promotion and/or tenure using the guidelines of the *Board of Regents' Conditions of Faculty Service* (6201; Rev. 21/84) which are supplemental to the University policy outlined in Chapter III of the *University Handbook for Appointed Personnel (UHAP)*, including any published supplements or revisions.

The review process at The University of Arizona follows a three-tier structure. Review of faculty members is initiated in the Department, either at the request for review by the candidate or based on time in service. A formal Departmental Promotion and Tenure Committee review is conducted in parallel with an independent review by the Department head. The resulting reviews, along with the candidate's documents, are sent to the College Promotion and Tenure Committee for their review of the candidate. The results of these reviews are sent on to the Dean, who provides his or her own review. These independent reviews are then sent for final review at the University level. The University Promotion and Tenure Committee provides the final analysis and recommendation to the provost of the University.

MEZCOPH Promotion and Tenure Committee

The MEZCOPH Promotion and Tenure Committee is a standing committee of the College, and its members are appointed on a yearly basis by the Department Chairs and Dean of the College. Members are tenured full professors of the faculty and represent each Department within the College. This Committee has responsibility for the review of all candidates being put forward by the College's Departments for promotion and/or tenure and those who undergo three-year reviews prior to the mandatory six-year reviews. This Committee forms an independent evaluation about the merits of a candidate for promotion and/or tenure. In addition, this Committee is expected to review the recommendation made by the candidate's Department,

evaluate the basis for that decision and make certain that all departmental and University guidelines have been followed appropriately. This Committee provides advice to the Dean of MEZCOPH about the candidate's accomplishments and offers a recommendation concerning promotion and/or tenure. This Committee acts in the overall best interests of the College.

Appointment

Each member of the faculty is appointed subject to the duties and responsibilities detailed in the **ABOR-PM 6-201**, et seq. and Chapter 3 of UHAP, and is entitled to all the rights, privileges, duties and limitations set forth therein. Appointments become effective when approved by the President. Appointment procedures are set forth in the University's Recruitment Policy.

Initially, all faculty members receive a Notice of Appointment. Thereafter, appointments and renewals of appointments shall be for the period designated in the Notice of Reappointment. No oral or written communication made prior to or after the execution of a Notice of Appointment that is inconsistent or in conflict with terms of the Notice of Appointment or the Conditions of Faculty Service (**ABOR-PM 6-201**, as amended) shall become a part of the conditions of employment (**UHAP 3.01**).

MEZCOPH will support two faculty tracks. One track is – Tenured/Tenure-eligible (TE) governed by **UHAP 3.1.01**. The second track is Career Track faculty which will be governed by **UHAP 3.1.02**. Faculty members in the career track are established for the Practice of Public Health and Teaching and for Research. The specific track will be indicated in the Notice of Appointment. As listed in UHAP definitions, faculty ranks in both the TE and the Career tracks are Professor, Associate Professor, and Assistant Professor. In addition, the rank of Lecturer is available in the Career Track.

Faculty members may move from a TE to Career Track appointment (or vice versa) for a variety of reasons following the provisions for Track Transfer Reviews on the website of the Vice Provost for Faculty Affairs. Career Track positions are not state supported. A faculty member can initiate an administrative move from a TE position to a Career Track position. Such transitions should be timed with consideration of impacts on the MEZCOPH academic programs. Special hires have their own search and evaluation processes. Successful candidates will be administratively appointed by the Dean. Following competitive searches, some faculty members are hired into Career Track positions with the potential of transitioning to a TE position in a designated time frame, depending on performance of feasibility of State funding.

One of the hallmarks of MEZCOPH is fairness in hiring. When TE positions become available in a MEZCOPH Department, a search committee should be appointed by the Dean and conform to the University of Arizona hiring guidelines. Career Track faculty members are eligible to apply for these positions and be evaluated with all other applicants. The ranked candidates should be forwarded to the Dean, recruited by the Department Chair and appointed in accordance with University hiring guidelines.

All candidates for promotion must have peer-reviewed publications regardless of the faculty track and must demonstrate excellence in their contribution to their research, teaching, and service workloads. The Career tracks require contributions in all three areas and a significant contribution

in either research or practice including instruction.

I. Appointment, Promotion and Tenure Guidelines for Tenure-Eligible and Tenured Faculty

Rules of Tenure-Eligible and Tenured Faculty Appointment

This section applies only to tenured and tenure-eligible faculty members as defined in **UHAP 3.01**. For the purposes of definition of rules and procedures regarding successive renewal, nonrenewal, promotion and tenure of tenure-eligible and tenured faculty, **UHAP 3.3.02** shall apply as the definitive reference. The criteria for consideration of tenure shall be the same as those for appointment or promotion to Associate Professor or Professor. In cases where both promotion and tenure are considered, neither issue may be evaluated separately from the other.

Faculty members appointed to the Tenure-Eligible and Tenured track have an assurance of a minimum of $\geq 51\%$ fiscal equivalent of state support in MEZCOPH.

All Tenure-Eligible and Tenured appointments are based on demonstrated outstanding potential and/or achievement as public health academicians in research, teaching and service. Further, it is necessary to demonstrate potential in service to both the University and the community.

Assistant Professor of Public Health (UHAP 3.3.02)

Initial appointments at the rank of Assistant Professor should be made only to persons who show promise for promotion to higher ranks, and should be made only to persons who hold a terminal degree. The individual should show potential for significant achievements in teaching, research, and professional service. For appointment as Assistant Professor, the significance and originality of the research efforts will be considered to be as important as quantity.

University policy indicates that tenure-eligible faculty must undergo a three-year review prior to the required promotion and tenure review in the sixth year. Each year, the Department head will notify those faculty members who will undergo the three-year review. The individual faculty member must prepare a dossier that includes all the elements required in the six-year review dossier, except for the outside letters. The purpose of this review is to vote for retention and provide feedback to the individual faculty member as to progress in obtaining promotion and tenure. The Departmental Promotion and Tenure Committee will conduct the evaluation and provide a written report to the Department Chair. The review and recommendation, along with the recommendation of the Department Chair, are forwarded to the College Promotion and Tenure Committee for deliberation and then on to the Dean.

The Department Chair and a Dean's representative will provide the faculty member with the written results of the evaluation, delineating strengths and weaknesses in making progress toward promotion and tenure with an opportunity to discuss the outcome with the Department Chair and Dean's representative.

Associate Professor of Public Health (UHAP 3.3.02)

The individual must have demonstrated accomplishments as an academician and educator, with a mastery of the fundamentals of the individual's own subject, and the ability to relate this knowledge well. A record of sustained scientific achievement since appointment or promotion to

the previous rank must be documented. A National reputation among peers for excellence in research is required. Significant service to the Department, College, University, the public, and to professional organizations and activities at the State and National level should be documented.

An aspect of the promotion to Associate Professor is linked typically with a decision about tenure. The determination of tenure for an individual represents a long-time commitment by the University. Citizenship and commitment to the Institution, including promoting an inclusive environment, are values considered for the decision process.

Professor of Public Health (UHAP 3.3.02)

A sustained record of excellence in research and scholarly activities since appointment or promotion to the previous rank is required. Promotion to Professor should signify that the individual has an established reputation in her or his specialty area; a National and International reputation as an established scholar is required. Research programs should not only be productive, but also provide training to individuals such as students, public health professionals, junior faculty and academic professionals, and community representatives. Teaching should be of the highest quality and clearly documented. In addition, candidates must have demonstrated substantial contributions in professional and public service or public health practice. The individual should be an active participant in intramural and extramural service, thus furthering the stated missions of MEZCOPH and the University.

II. Appointment and Promotion Guidelines for Career Track Faculty,

Rules of Career Track Faculty Appointment

This section applies only to Career Track eligible faculty members as defined in **UHAP 3.01**. For the purposes of definition of rules and procedures regarding successive renewal, nonrenewal and promotion of Career Track faculty members, **UHAP 3.3.03** shall apply as the definitive reference.

In addition to the tenure-eligible professorial track, there are at least two other professional appointments at the MEZCOPH: Practice track and Research track. Each Department in the MEZCOPH may use these tracks for specific teaching, public health service or research needs. Each Department has created guidelines for promotion and retention in the designated tracks. The MEZCOPH Promotion and Tenure Committee uses those guidelines in conjunction with existing University rules to make its decisions on promotion of individuals in these tracks. All Career Track-eligible faculty members shall have either the words “of Practice” or “Research” on their Notice of Appointment and Notice of Reappointment, consistent with the provisions of UHAP.

All faculty appointments are based on demonstrated outstanding potential and/or achievement as an academician and professional. Faculty members are expected to contribute to the research, teaching, or service mission of MEZCOPH. These tracks are distinguished by the faculty member making significant contributions in either research (e.g., Research Professor) or teaching and public health practice (e.g., Professor of Practice). Their Annual Work Plan should specify research or public health practice or teaching as their primary focus. Specific expectations are based on the faculty member’s academic credentials and Annual Work Plan. The workloads may be in multiple areas. The rank of appointment within the track will be based on the candidate’s academic and professional achievements. Faculty appointments from previous

institutions will be considered when appointment is made at the Assistant Professor or higher rank.

Lecturer (UHAP 3.3.03.E)

Appointments as "Lecturer" or "Senior Lecturer" are Career Track appointments governed by Subsection 3.13.01. There are two types of Career Track Lecturer appointments, both of which can be modified by such terms as "adjunct" or "visiting" if a faculty member is part time or on an appointment that is not expected to be renewed: 1) Lecturers appointed for one year or less; 2) Lecturers appointed for more than one year, not to exceed three years at a time, in which case the titles "Lecturer" or "Senior Lecturer" may be used. Renewal of all types of Lecturer appointments is subject to performance evaluations reflecting satisfactory levels of teaching, and/or research, and/or service, as appropriate. Promotion from Lecturer to Senior Lecturer may occur only after peer evaluation at the Department and College levels following procedures in UHAP 3.3.02E. All reappointments for longer than one year require approval of the Provost.

Assistant Professor of Practice or Assistant Research Professor (UHAP 3.3.03.G)

Appointment at the rank of Assistant Professor, in either the Research or the of Practice Career Track, will be based largely on evidence of promise of future excellence, with specific responsibilities detailed in the letter of initial appointment and Annual Work Plans. Initial appointments may be at this rank. Adequate training, depth of knowledge in a particular specialty, and capacity to provide high quality research, teaching, and service must be considered. An Assistant Professor in this track is appointed initially for a one-year period. This appointment may be renewed an indefinite number of times subject to satisfactory annual performance evaluations.

The Department Chair must inform Assistant Professors every five years that they are being reviewed for retention in rank or for promotion to Associate Professor in this track. Such recommendations shall be considered by the Department and MEZCOPH Promotion and Tenure Committee and forwarded to the Dean and the Provost.

Associate Professor of Practice or Associate Research Professor (UHAP 3.3.03.H)

Appointment or promotion to the rank of Associate Professor in either of the tracks requires evidence of an established and productive research or public health practice, or teaching career, in addition to the qualifications required of an assistant professor in this track. This can include documented evidence of excellence in research, public health practice, or teaching. Faculty members at this rank should show promise of becoming leaders in their fields, and should have attained appropriate recognition from their peers. Annual reappointment may be made an indefinite number of times, subject to satisfactory performance evaluations.

The Department Chair must inform Associate Professors every five years that they are being reviewed for retention in rank or for promotion to Professor in this track. Such recommendations shall be considered by the departmental and MEZCOPH Promotion and Tenure Committee and forwarded to the Dean and the Provost.

A review will be conducted unless the faculty member declines in writing. Recommendations resulting from these reviews must be considered by the MEZCOPH Promotion and Tenure Committee and shall be forwarded to the Dean and the Provost.

Professor of Practice or Research Professor (UHAP 3.3.03.I)

Appointment or promotion to the level of Professor requires unique qualifications regarding public health expertise and experience in addition to those possessed by Associate Professors in these tracks. Such an individual must have achieved national and international recognition through peer organizations, and should bring distinction to the Department and College. Determination of achievement in this rank depends on the primary career path of the individual. If the individual is primarily engaged in research, appointment at, or promotion to the rank of Professor mandates documented national and international recognition for specific areas of research, a strong record of published research and grant support and evidence of sustained collaborative service. If the individual is either primarily or secondarily engaged in teaching and training, these contributions should be of the highest quality and should be augmented by a record of published scholarship related to teaching. If the individual is engaged in other areas of academic public health practice, contributions in these areas should be of the highest quality and accompanied by a record of published scholarship related to practice.

Annual reappointment may be made an indefinite number of times, provided faculty continue to meet the criteria for the rank and perform satisfactorily as determined by annual performance evaluations. Review for retention in this rank will occur every six years.

III. Performance Criteria

MEZCOPH Performance Review Criteria are derived from the approved MEZCOPH Annual Performance Guidelines; the Association of Schools of Public Health (ASPH) criteria for “Demonstrating Excellence in the Scholarship of Practice-Based Service for Public Health and Community Engaged Scholarship” as provided by the Community-Campus Partnerships for Health Promotion, Health Equity and Social Justice; and Community Engaged Scholarship as provided by the Community-Campus Partnerships for Health Promotion, Health Equity and Social Justice. The traditional academic areas of research, teaching and service also include academic public health practice, which is a form of scholarship that is particularly important to a land-grant institution. Academic public health practice and outreach involve applying, communicating, publishing, and disseminating knowledge for the direct benefit of external clients and communities as well as the scholarly community in ways that promote the University, College and Department missions. Additionally, contributions that promote Inclusive Excellence, diversity, and equal opportunity are encouraged and given recognition in that they advance the University’s mission.

Application of the criteria during the review process should be based on and bounded by the faculty member’s Annual Work Plan. Therefore, a faculty member’s contributions in teaching, research, and service should be evaluated in proportion to the amount of time he or she has agreed to devote to these activities in the Annual Work Plan.

Research

The research mission of the University requires faculty members to contribute actively to the expansion of intellectual frontiers and to participate in the creation and/or scientific application, translation, evaluation, and dissemination of new knowledge. Faculty whose primary area of responsibility is considered to be research are generally expected to participate in applied and/or basic research and to contribute to the research activities and grant seeking of other MEZCOPH faculty. Specific expectations are based on the faculty member's academic credentials and Annual Work Plan.

Teaching

The instructional mission of the University requires faculty members to effectively communicate the content of the current body of knowledge and the latest research results in classroom and/or other learning environments, through individual student and/or public health professional contact, and through publication of textbooks, curricula, web-based courses, or scholarship on pedagogy, competencies or other aspects of teaching. Teaching is to be interpreted as consistent with the educational mission of MEZCOPH. Thus, in addition to formal, intramural teaching, teaching also includes extramural teaching and training, such as continuing education for public health practitioners, workforce development training, skill-building trainings and workshops for community organizations and residents, and sustained capacity-building activities with community partnerships that involve the transfer of knowledge and/or skills and whose outcomes are documented. Such forms of teaching must include a written curriculum or teaching plan, consist of more than one contact, and be evaluated. The willingness and ability to teach are recognized appropriately in appointments, reviews, and promotions when part of the Annual Work Plan. Specific expectations are based on the faculty member's academic credentials and Annual Work Plan.

Service

Service is partitioned into areas of faculty service: intramural service (participation in meaningful organized University activities other than teaching or research), extramural service (such as activities in professional service to administrative agencies and professional organizations in the faculty member's discipline), and public/community service, or outreach. Volunteerism that is relevant and appropriate to the discipline, and that reflects positively on faculty status as an academician, shall also be considered as Service. Faculty members at the level of Associate Professor and Professor are expected to serve on at least one college-wide standing committee at all times. Other expectations are based on the faculty member's academic credentials and Annual Work Plan.

Specific Performance Evaluation Criteria

Research and Scholarship

All faculty members are expected to present evidence of scholarship within their field of public health.

Research activities considered to be positive contributions to the mission of MEZCOPH may include, but are not limited to:

- publishing papers on teaching (including research on teaching and improving access and climate for diverse students);
- engaging in ongoing programs of basic or applied research;

- obtaining grants, contracts or other outside support for research projects;
- developing and/or applying new research and/or analytical techniques;
- performing public health needs assessments or surveys to direct public health actions;
- developing new evaluation methods and models with application to applied research;
- validating research, analytical, or evaluation techniques in research studies;
- developing and applying dissemination research and/or testing of new dissemination methods;
- developing statistical models or software for use in research;
- producing statistical, laboratory, or other research material in electronic media;
- obtaining patents or royalties;
- presenting talks or electronic presentations at conferences, colloquia, symposia, workshops, and/or seminars;
- producing other non-refereed scholarly publications, including electronic media;
- producing State and National government reports and reports for International agencies;
- developing, implementing or evaluating community interventions;
- applying knowledge to develop or enhance public health practices/programs in communities (technical transfer);
- designing or conducting public health surveys;
- producing scholarly products of academic public health practice such as technical reports and monographs, as well as other forms of publications.

Measures that contribute to the assessment of the quantity and quality of research activities may include, but are not limited to:

- numbers of different types of publications and presentations (e.g., publications in research and/or practice-relevant journals, legislative/judicial documents/presentations, practice documents, technical reports/presentations, community presentations);
- published reviews of the faculty member's scholarly work or use of such work documenting national reach;
- documentation of impact/importance of publications by citations (e.g., in Science Citation Index, Legislative/Judicial/Governing Boards' Documents) or other written evaluations of significance;
- quantity and quality of research awards;
- invitation to serve as editor or editorial board member for scientific journals or books;
- consulting for other universities/colleges;
- documented opinions of collaborators, funding agencies, and/or health agencies;
- use of methodological developments at other institutions or agencies;
- documented use of research results in public health practice;
- awards and honors.

Teaching

Teaching activities considered to be positive contributions to the mission of MEZCOPH may include, but are not limited to:

- developing and/or teaching regular university courses (including coordinating and team-teaching a multidisciplinary course);
- attending workshops and courses to improve pedagogy and staying current with teaching technologies;

- organizing, developing and/or teaching public health leadership, educational, training, practice, and/or continuing education courses;
- developing and/or participating in innovative academic program curricula development;
- developing innovative course materials, instructional projects, and/or replicable systems of instruction (e.g., designing computer-assisted learning modules, web-based learning modules, TA-instructed laboratories, or video, computer, or other distance learning programs that reach a substantial number of persons in the target audience);
- supervising undergraduate and graduate independent studies and/or tutorials;
- supervising student field research or internships;
- providing public health practice opportunities to students by organizing projects or field experiences in which the students work with or under the supervision of the faculty member;
- advising/mentoring/supervising students (or residents, medical fellows and post-doctorates);
- serving on masters or doctoral committees;
- writing textbooks or course-related laboratory manuals;
- presenting seminars and/or workshops on teaching;
- collaborating with community-based organizations, and/or with local, state or federal policy makers that results in increasing their capacity for instituting and/or sustaining public health programs.

Measures used to assess the quantity and quality of these activities may include, but are not limited to:

- student evaluations of teaching;
- student evaluations of advising, mentoring, or individual project and research supervision;
- peer evaluation of teaching;
- number of students advised;
- evaluations by public health professionals of teaching/training in public health leadership, educational training, practice, and/or continuing education courses;
- invitations to deliver external short courses;
- invited seminars or lectures to external audiences;
- special honors or recognition for teaching excellence or innovation;
- peer and administrative evaluation of performance on educational committees;
- adoption of innovative teaching methods or curricular materials by other institutions;
- evidence of competency of graduates and practitioners trained;
- documentation of the process and outcomes of trainings, technical assistance and outreach activities.

Service

Faculty/professional citizenship activities considered to be positive contributions to the service function of MEZCOPH may include, but are not limited to:

Intramural service:

- serving on or chairing Department, College, and/or university committees;
- serving in the faculty senate or in other faculty governance roles;
- serving as the sponsor for student activities and/or groups;
- performing administrative assignments at department, center, college, or university levels;

- mentoring other faculty (required for full professors);
- participating in and leading programs aimed at promoting inclusion and equity for students, staff, and faculty;
- participating in peer review of teaching;
- performing official activities in the recruitment/selection of students or faculty.

Extramural service:

- participating in governance/operations of professional organizations;
- reviewing articles for journals and other publications;
- serving as editor or editorial board member for scientific journals or books;
- reviewing proposals for funding as occurs with service on study sections or ad hoc review committees;
- consulting for government agencies or other institutions;
- service on Data Safety Monitoring Boards, Institutional Review Boards and scientific review or oversight groups.

Outreach (local, state, national, international):

- participating in regional or national task forces and committees established to set or guide standards of public health practice;
- assisting communities or health agencies to obtain funding for research, program evaluation and/or public health programs;
- developing programmatic or organizational linkages among academic institutions, public health or health care agencies or other community-based organizations for the purpose of addressing a health-related problem or policy;
- organizing outreach efforts to the community-at-large (that enhance public awareness of public health issues);
- dissemination of scholarly findings to the media (i.e., radio, television, printed media);
- developing external relationships with government entities;
- receiving an award or honor for accomplishments in community-based service;
- presentations to the community or extramural professional groups (inclusive of professional conferences, colloquia, symposia, workshops and seminars).

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