

**FACULTY APPOINTMENTS, PROMOTION AND TENURE
PROCEDURAL GUIDELINES AND EVALUATION CRITERIA¹**

1) PROCEDURES FOR NEW FACULTY APPOINTMENTS

a) GENERAL PRINCIPLES (see LSUHSC PM 23 for more information)

- i) The same academic and achievement criteria are used for initial faculty appointment as for faculty advancement.
- ii) All new faculty appointments are reviewed for appropriateness of the proposed rank and track, taking into account the educational background, academic training, and professional achievements of the candidate.
- iii) Review of new faculty appointments at the rank of Instructor or Assistant Professor by the Appointments, Promotions and Tenure Committee is not required, unless the Dean or his/her designee feels that a recommendation by the committee would be valuable.
- iv) New faculty appointments at the rank of Associate Professor and Professor are reviewed by the Appointments, Promotions and Tenure Committee; for tenure and non-tenure track appointments, external letters of reference will be submitted along with the candidate's Curriculum Vitae for Appointments, Promotions and Tenure Committee review.
- v) The Appointments, Promotions and Tenure Committee may consider candidates for initial appointment with tenure. Faculty candidates previously tenured in other institutions with records and references that would support tenure at LSUHSC, including but not limited to Program Directors, Associate Deans and Deans, may be considered for tenure.
- vi) Associate Professors and Professors on the tenure track (initially not tenured) will be reviewed prior to the sixth year of appointment for tenure-granting.
- vii) All new faculty appointments, like promotions, also undergo a succession of recommendations from the Administrative Council of the School of Public Health, the Dean, the LSUHSC Vice-Chancellor of Academic Affairs, and the Chancellor, with final action taken by the LSU System President's Office and the Board of Supervisors.

2) PROCEDURES FOR PROMOTION AND TENURE

a) General Principles

- i) Promotion and granting of tenure represent a succession of recommendations by the program faculty (as represented by the Program Promotions Committee, Program Director, the School of Public Health (SPH) Appointments, Promotions, and Tenure Committee, the Dean, the Vice-Chancellor of Academic Affairs, and the Chancellor). The SPH Administrative Council also provides an advisory recommendation to the Dean on advancements and granting of tenure. Final actions are taken by the President's Office and the Board of Supervisors²

¹ Approved LSU SPH Administrative Council: July 8, 2009

² LSUHSC School of Public Health is currently organized by program. Program, Program Director, and the Program Promotions Committee are equivalent to Department, Department Chair, and Departmental Promotions Committee, typically referenced in similar documents

- ii) Candidates for promotion and/or tenure are presented for review by the Program Director or by self-nomination. Normally, the Program Director initiates the process for review within the program.
- iii) The faculty candidate plays the primary role in the preparation of the promotions packet and is given the opportunity to check the documents before submission for accuracy and completeness.
- iv) Each program of the SPH forms a Promotions Committee, composed of senior faculty members (Associate or Full Professors). The Program Committee meets and reviews potential candidates for advancement. The promotions packet is reviewed by the Program Committee in its deliberations.
- v) A minimum of five (5) senior faculty members must serve on the Program Committee, unless the program has fewer than five (5) senior faculty members, in which case the composition of the committee is determined by the Program Director. Associate Professors cannot vote on proposed promotions to Full Professor. Non-tenured senior faculty members, regardless rank, cannot vote on the granting of tenure.
- vi) A formal written recommendation, positive or negative, is submitted by the Program Committee to the Program Director on the System form.
- vii) The Program Director also renders a written recommendation on the System form.
- viii) In the instance of joint appointment with a Center of Excellence and/or with another program the Center Director and/or other Program Director(s) must also supply a formal written recommendation, positive or negative, using the System form for Department Chairs.
- ix) Following recommendations of the Program Director, the candidate is evaluated by the SPH Appointments, Promotions and Tenure Committee. In accordance with SPH Faculty Assembly Bylaws, the SPH Appointments, Promotions and Tenure Committee is composed of tenured Associate Professors and tenured Full Professors. It records its vote on the System form.
- x) The SPH Appointments, Promotions and Tenure Committee votes on each candidate, records its vote, positive or negative, on the LSU System form, and submits the form to the Dean (see the section 8.6 Action on Tenure in the LSUHSC Faculty Handbook).
- xi) The Program Director is responsible for informing the faculty candidate when a negative recommendation is made in the course of the promotion or tenure process. As described in the Faculty Handbook, the faculty candidate has the right to withdraw from consideration at any time.

b) Promotion Packet Preparation

- i) In accordance with Health Sciences Center policy, the candidate must participate in the preparation of materials in the packet and "sign-off" on the biographical materials and the teaching and/or administrative portfolios submitted.
- ii) The standard Biographical Data form currently requested by the LSU System is used.
- iii) A summary of formal teaching evaluation is included on the "Promotion/Tenure Request" form as part of the program recommendation.
- iv) Standardized information provided on teaching and administrative portfolio forms is included with the promotions packets.
- v) Three letters of recommendation for advancement are required for all candidates.

- vi) For a candidate being considered for promotion to Tenured Full Professor or for the granting of tenure for a candidate hired at the rank of Professor (tenure-track, probationary), three out-of-state letters are required.
- vii) For a candidate being considered for promotion to Tenured Associate Professor or for the granting of tenure for a candidate hired at the rank of Associate Professor (tenure-track, probationary) , three out-of-institution letters are required.
- viii) For other advancements, three letters of recommendation from a variety of sources are accepted, including intra-program, institutional, or outside sources.
- ix) A list of potential references is provided by the candidate or by the candidate and the Program Director. The three required letters must be solicited from that list of potential references; however, the Program Director may also solicit other letters of recommendation to be submitted to the program and school committees for consideration.
- x) To ensure objectivity, evaluators, to the maximum extent possible, should not be current or former faculty colleagues at the same institution, mentors, co-authors, or fellow graduate students; this is especially germane in the context of tenure track advancements, where an external evaluator should have a strong record of research and scholarship and should also be from a "peer" institution or equivalent research or outreach organization.

c) *Promotion/Tenure Appeals*

- i) A candidate may request review and recommendation by the SPH Appointments, Promotions and Tenure Committee despite receiving negative recommendations by the Program Promotions Committee and/or the Program Director.
- ii) The Chair of the SPH Appointments, Promotions and Tenure Committee will notify the Program Director when it has made a negative recommendation for promotion or tenure.
- iii) If the SPH Appointments and Promotion Committee renders a negative recommendation, only the Program Director may personally appeal that recommendation to the SPH Appointments, Promotions and Tenure Committee or to the Administrative Council.
- iv) The Program Director has the right to challenge the recommendation of the SPH Appointments, Promotion, and Tenure Committee before submission of the Committee's final recommendations to Administrative Council and the Dean, by personal appeal before the Committee. New information may be submitted and considered by the Committee if such information is thought to be potentially valuable.
- v) If the SPH Appointments, Promotion, and Tenure Committee sustains a negative recommendation after personal appeal by the Program Director, the Program Director has the right to appeal to the Administrative Council. Appeal to the Administrative Council will be conducted in executive session, with only voting members and the Chair and/or Vice Chair of the School Appointments, Promotion and Tenure Committee in attendance.
- vi) In the case of an appeal, all promotions packet material and the letter from the SPH Appointments, Promotion, and Tenure Committee to the Program Director about the candidate must be made available to the Administrative Council for review. The Chair or Vice-Chair of the Appointments, Promotion and Tenure Committee will be responsible for presenting the position of the Committee relative to the candidate. In the setting of an appeal, a positive advisory recommendation from the Administrative Council to the Dean requires a 2/3 (two-thirds) vote.

3) APPOINTMENT, PROMOTIONS AND TENURE CRITERIA

a) INTRODUCTION

The promotion and tenure process is structured to evaluate accomplishment in accordance with the major focus of effort of the candidate as defined by the terms of the initial appointment and by any redirection of the candidate's effort that has subsequently occurred. Changing from a non-tenure track appointment to a tenure track appointment will be undertaken only under the most exceptional of circumstances and will be based on rigorous review by the Appointments, Promotions and Tenure Committee and the Dean. At the Assistant Professor level, a change to tenure track must be done no later than the academic year prior to review for advancement and tenure—granting. At the Associate Professor or Professor level, the change to tenured status requires review for tenure and/or promotion.

Promotion and granting of tenure represent a succession of judgments by the program faculty (as represented by the program Promotions Committee), Program Director, the SPH Appointments, Promotions and Tenure Committee and the Administrative Council, the Dean and the Health Sciences Center administration. The recommendations of these bodies will consider the accomplishments of the faculty candidate in the context of the current appointment track and assigned responsibilities. Time in rank or overall service does not alone constitute justification for advancement. The following general guidelines recognize that a faculty member functions in many spheres and that assessment for advancement must be highly individualized. Promotion and tenure recommendations consider the following four basic categories of faculty activities: teaching, research, service, and academic administration. The process seeks evidence of continuing commitment to the fulfillment of the mission of the School of Public Health in all four categories. Consequently, the promotions and tenure review process is meant to consider a faculty candidate's activities in these categories and also is meant to assess academic progress since appointment or the last promotional step.

Initiation of the promotions or tenure process is one step in career development and planning for a faculty member. The decision to proceed with promotion or tenure evaluation is typically made jointly by the faculty member and his/her supervisor. Anticipating candidate review at multiple levels, the faculty member and supervisor should prepare the promotion or tenure materials with general evaluation criteria in mind. The promotions packet should clearly document the accomplishments of the faculty candidate, emphasizing those activities that are most valued in the candidate's academic appointment track.

b) GENERAL APPOINTMENT AND ADVANCEMENT CRITERIA

Some review criteria are cited below. These criteria are not intended to be inclusive, but rather illustrative of the type of evidence that may be included in a review packet to establish achievement within the different academic ranks. However, the specific criteria used for promotion or granting of tenure (in the case of tenure track appointments) will be weighed differently depending on the academic track and the designated responsibilities of the faculty member. Consequently, the review process does not necessarily seek evidence of excellence in all four categories of faculty activities.

c) Excellence in Teaching can be documented by:

- i) Surveys, evaluations, or ratings by students, residents, fellows and fellow faculty members
- ii) Measures of student achievement

- iii) Long-term success in a particular teaching assignment
- iv) Number and type of students taught and hours of student contact
- v) Special awards for teaching efforts
- vi) Evidence that the faculty member serves as a role model or mentor
- vii) Development and implementation of curricular initiatives or teaching materials that may be adopted by other institutions
- viii) Regional, national, and international contributions in educational arenas
- ix) Leadership or commendable participation in the education of graduate students in public health
- x) Leadership or commendable participation in continuing professional education
- xi) Invitations to serve as a visiting professor or guest speaker, especially endowed professorships or lectureships
- xii) Leadership roles in educational programs (e.g., Program Director for professional society's annual meeting)
- xiii) Letters of commendation for educational contributions outside the institution
- xiv) Evaluations from participation in professional and other external teaching programs
- xv) Published research in public health education or related fields
- xvi) Service as reviewer or editor of educational publications

d) Excellence in Research can be recognized by:

- i) Reputation with peers as an independent, original investigator
- ii) Publication of original research in peer-reviewed journals
- iii) Record of federal grant and contract support
- iv) Regional, national, international or professional society prizes or awards
- v) Invitations for endowed lectureships or professorships or special lectures at professional meetings
- vi) Letters referencing research excellence and contributions to the discipline
- vii) Seminal work in a specific discipline or area of investigation
- viii) Continued participation on review or editorial boards, associate editorships, editorships of journals
- ix) Continued participation on study sections and scientific advisory boards
- x) Leadership roles in national or international professional societies and related meetings
- xi) Leadership or authorship roles in cooperative clinical programs, clinical trials, outcomes analysis
- xii) Participation in institutional or program reviews or site visits
- xiii) Commendable participation or leadership in graduate programs, post-doctoral training, training grants, or program project grants
- xiv) Commendable participation or leadership in research-related committee or other administrative activity

e) Excellence in Institutional, Community, and/or Public Health Service can be recognized by:

- i) Commendable participation or leadership in program, school, Health Sciences Center or hospital committees
- ii) Continued participation or leadership in professional organization or society committees and/or governing boards at a regional, state, national or international level

- iii) Commendable participation in community service or other volunteer activities
- iv) Reputation as public health practitioner
- v) Special competencies that enhance public health training programs
- vi) Development of new clinical programs that serve to fulfill the mission of School of Public Health
- vii) Implementation of innovations that enhance patient care: disease management programs, critical pathways, etc.
- viii) Development of and active participation in clinical trials, cooperative groups or outcomes analysis
- ix) Appointed or elected leadership or membership on local, regional or national organizations, societies or specialty governing boards
- x) Participation in or consultation for public health practice committees or organizations, locally, regionally or nationally

f) Excellence in Administration can be recognized by:

- i) Organization or reorganization of a department, center, or other administrative unit
- ii) Direction of a clinical, research, or administrative unit in the school, health sciences center or hospital
- iii) Initiation or implementation of projects, policies or programs on a school or health sciences center level.
- iv) Initiation or implementation of health care delivery systems or programs
- v) Coordination of institutional service with government, community, and volunteer organizations
- vi) Leadership in organizations involved with academic health centers and health care delivery, policy and legislation.
- vii) Participation on site visit teams for funding agencies.
- viii) Organization of programs at national meetings of professional organizations

g) Excellence in Public Health Practice can be recognized by:³

- i) Development, integration, and/or application of knowledge to improve public health in populations
- ii) Development, integration, and/or application of knowledge to improve practice in public health

³ The Association of Schools of Public Health (1999) recommends that academic institutions recognize and reward faculty scholarship related to the public health practice. Public health practice is defined as “the strategic, organized and interdisciplinary application of knowledge, skills and competencies necessary to perform essential public health services and other activities to improve the population’s health.” Faculty involved in academic public health practice (PHP) carry out the mission of “developing, integrating and applying new knowledge to improve public health in the population, and practice in public health agencies and in community, medical and other public health organizations” See (1) Demonstrating Excellence in Academic Public Health Practice, Association of Schools of Public Health. June 1999. HHS HRSA, Bureau of Health Professionals, Rockville, MD and (2) Examples of Academic Public Health Practice in Promotion and Tenure Guidelines at Schools of Public Health, University of Washington, School of Public and Community Medicine. Association of Schools of Public Health. November 2003.

4) GUIDELINES FOR APPOINTMENT AND ADVANCEMENT

Specific guidelines for appointment and promotion within the different academic tracks follow. These guidelines, however, do not represent absolute requirements. These guidelines also are not intended to be inclusive; appointment and advancement requirements may vary depending on the designated responsibilities of the faculty member.

a) Tenure Track

i) Appointment or Promotion to Assistant Professor on the Tenure Track

Appointment or advancement to this rank requires a commitment to basic, clinical, or applied research and teaching as evidenced by:

- (1) Capacity for teaching and advising
- (2) Capacity for independent investigation in basic or clinical sciences
- (3) Willingness to participate in program or school committee work
- (4) A scholarly approach in public health practice

ii) Appointment or Promotion to Associate Professor with Tenure or on tenure Track

Appointment or advancement to the rank of associate professor with tenure requires professional recognition, in most instances at a national level, which can be evidenced by

- (1) Recognition for excellence in teaching
- (2) Development of new teaching materials
- (3) Recognition by peers for independent and original investigation (through peer-reviewed publications and extramural research funding)
- (4) Elected membership in major scientific societies
- (5) Recognition through formal awards, invitation to participate in local, regional and national meetings, etc
- (6) Leadership in scientific or professional organizations
- (7) Development and implementation of new programs that serve to fulfill mission of School of Public Health
- (8) Evidence of continuing commitment to program and/or institutional missions of teaching, research and/or service

iii) Appointment Promotion to Professor with Tenure or on tenure track

Faculty appointment or promotion to the rank of professor with tenure is reserved for professionally accomplished faculty, often those with international recognition, which can be evidenced by:

- (1) Excellence in training, teaching, and advising of students, trainees at all levels, and junior faculty
- (2) Development or implementation of major courses or other curricular initiatives or courses and/or development of teaching materials
- (3) Continued publication in peer-reviewed journals
- (4) National and international recognition as an investigator
- (5) Continued independent, externally funded investigation

- (6) Participation as author or editor of textbooks, monographs, or journals
- (7) Membership on editorial boards, study sections, and/or advisory groups
- (8) Elected membership and leadership in scientific professional societies
- (9) Invited participation in professional society-related committees and/or governing boards
- (10) Professional awards and invited and/or named lectureships
- (11) Participation in national and international symposia, courses, and teaching programs
- (12) Development and implementation of new programs that serve to fulfill the mission of School of Public Health, University or other professional organization
- (13) Exceptional leadership or administrative performance, at program, school, health sciences center, hospital, state, or national levels

b) Non-Tenure Track

i) Full-Time ⁴

This is a non-tenure track for full-time faculty members who are effective in research (sponsored projects), teaching, and/or service programs essential to the practice of public health.

- (1) Appointment to Full-Time Instructor – Research or Extension of Public Health without tenure

Appointment to this rank should possess the highest degree requisite in the subject matter area (a minimum of a master's degree). The candidate should show promise of the ability to perform successfully the duties for which she/he was employed or may be assigned in the future.

- (2) Appointment or Promotion to Full-Time Assistant Professor – Research or Extension of Public Health without tenure

Appointment or advancement to this rank requires a commitment to research, teaching, and/or the practice of public health as evidenced by:

- (a) Capacity for teaching and advising
- (b) Potential for clinical, basic or applied science research contributions and collaborations
- (c) Willingness to participate in program or school committee work
- (d) A scholarly approach in public health practice
- (e) Capacity for original and independent research, as demonstrated by recommendations from established senior faculty at the SPH and/or other institutions
- (f) Scientific productivity (peer-reviewed publications)

- (3) Appointment or Promotion to Full-Time Associate Professor – Research or Extension of Public Health without tenure

Appointment or advancement to Associate Professor (non-tenure track) normally indicates that a faculty member has achieved professional recognition, in most instances at a national level, which can be evidenced by:

⁴ LSU System Permanent Memorandum (PM) 23-17

- (a) Scientific productivity evidenced by continued publication of original studies in peer-reviewed journals
- (b) Recognition by peers for independent investigation through external funding of research projects
- (c) Salary support from grants and contracts from independent or collaborative awards
- (d) Elected membership in major scientific societies
- (e) Recognition through formal awards, invitation to participate in local, regional and national meetings, etc
- (f) Leadership in local, regional, or national scientific committees, programs, and/or governing boards
- (g) Extent and quality of any teaching, service, and/or administrative activities undertaken

OR

The faculty member is regarded as an excellent and scholarly practitioner and/or consultant, often with a local, regional or national reputation, which can be evidenced by:

- (a) Excellence in public health practice
 - (b) Development and implementation of new public health/community or training programs
 - (c) Publication of studies in peer-reviewed journals
 - (d) Continued participation or leadership in clinical and /or community trials research
 - (e) Collaboration with other investigators on clinical, community, or applied research
 - (f) Recognition for excellence in teaching and advising at multiple levels
 - (g) Development of new teaching materials
 - (h) Leadership or administrative responsibility for teaching or training programs
 - (i) Elected membership in professional societies
 - (j) Recognition through formal awards, local and regional invited lectures and participation in professional society programs and Continuing Professional Education courses
 - (k) Leadership role in institutional, local or regional public health affairs and/or participation in committees, programs, and/or governing boards
- (4) Appointment or Promotion to Full-Time Professor – Research or Extension of Public Health without tenure

Appointment or promotion to the rank of clinical professor is reserved for exceptional faculty, often those with regional and national recognition, and can be evidenced by:

- (a) Reputation for excellence in public health practice
- (b) Development of new teaching materials or curricular initiatives
- (c) Leadership in training, teaching, and advising of undergraduate, medical and graduate students, residents, fellows, public health and postdoctoral research fellows, and colleagues
- (d) Directorship of teaching or training course or program
- (e) Publication of studies in peer-reviewed journals
- (f) Coordination or leadership in clinical/ community trials research

- (g) Authorship or editorship of textbooks, monographs, or journals
- (h) Service on journal review panels, editorial boards and/or professional advisory groups
- (i) Election or appointment to professional societies, committees, and/or governing boards
- (j) Professional awards and invited and/or named lectureships
- (k) Participation in local, regional, or national symposia, courses, and teaching programs
- (l) Development and implementation of new programs that serve to fulfill the mission of the SPH, University or other professional organization
- (m) Exceptional leadership or administrative performance at program, school, health sciences center, hospital, state, or national levels

OR

That a faculty member has achieved professional recognition, at an international level, which can be evidenced by:

- (a) Continued publication of original studies in peer-reviewed journals
- (b) National and international recognition as an investigator
- (c) Continued independent investigation with sustained external funding
- (d) Salary support from grants and contracts from independent awards
- (e) Authorship or editorship of textbooks, monographs, or journals
- (f) Membership on editorial boards, study sections, and/or advisory groups
- (g) Invited society memberships with or without committee and/or governing board appointment
- (h) Participation and/or leadership in major regional, national, and international society committees and programs
- (i) Formal research awards
- (j) Major invited lectures
- (k) Extent and quality of any teaching, service, and/or administrative activities undertaken

ii) Part-Time ⁵

This track is utilized for faculty with the same criteria and standards for designation at full-time academic rank, but who are employed less than full-time. Tenure cannot be granted for part-time faculty and the criteria used for appointment and promotion will be selected on the basis of the nature of the activities that the faculty candidate has undertaken: traditional teaching and research or primarily research (sponsored projects).

iii) Joint

This track is utilized for faculty who have a full-time appointment in some other academic unit of LSU and who have a significant role in teaching or research that takes place in the School of Public Health.

iv) Adjunct (Part-time academic rank)

This track is used for faculty who are not employees of LSU. Personnel appointed to one of these ranks are not allowed to vote on faculty matters. Tenure is not awarded to individuals in these ranks. Term appointments not to exceed one academic or fiscal year in length are awarded in these ranks.

(1) Appointment to Instructor, Adjunct

Appointment to this rank requires formal training, an intermediate degree, and/or exceptional expertise in the discipline.

(2) Appointment or Promotion to Assistant Professor, Adjunct

Appointment or advancement to this rank can be evidenced by:

- (a) Professional competence with board-eligibility or board-certification in primary area of specialty; competency in research, teaching, and/or the practice of public health
- (b) Direction of training program
- (c) Service on program, school or other institutional committee

(3) Appointment or Promotion to Associate Professor, Adjunct

Appointment or advancement to this rank requires that the faculty member is regarded as an excellent and scholarly researcher, practitioner and/or consultant, often with a local or regional reputation, and can be evidenced by:

- (a) Excellence in teaching, research, and/or practice of public health at multiple levels, including students, interns, residents, fellows, grand rounds, interdisciplinary conferences, etc.
- (b) Development and/or direction of local or regional postgraduate courses
- (c) Local teaching, research and/or service award
- (d) Participation in clinical/community trials
- (e) Leadership in program or project within the SPH or institution
- (f) Membership or leadership of committee for program, school, health sciences center, or professional society

(4) Appointment or Promotion to Professor, Adjunct

Appointment or promotion to the rank of professor, adjunct, is reserved for accomplished faculty, often those with local, regional and state recognition, and can be evidenced by:

- (a) Reputation for excellence in research, teaching and/or the practice of public health locally and regionally
- (b) Continued commitment to and involvement in teaching and training programs
- (c) Supervision of training program
- (d) Scholarly approach to the practice of public health and to work within professional organizations
- (e) Development or direction of postgraduate courses regionally or nationally
- (f) Invited lectures at regional or national meetings.
- (g) Appointment as board examiner
- (h) Elected office in specialty organization and/or governing board