

**University of Pittsburgh  
School of Medicine**

**GUIDELINES FOR FACULTY APPOINTMENT AND PROMOTION**

Introduction	2-3
Guidelines for Appointment and Promotion	4
Criteria – Instructor and Assistant Professor	5
Criteria – Associate Professor and Professor with Tenure	6-7
• Purpose of Tenure	8
• Obligations and Responsibilities of Tenure	8
• Tenure Policies	9
• Length of Tenure Stream Service Prior to the Conferral of Tenure	9-10
• Terms of Appointment	10
Criteria – Associate Professor and Professor without Tenure	11-13
Criteria – Research Instructor and Research Assistant Professor	14
Criteria – Research Associate Professor and Research Professor	15-16
Criteria – Volunteer Clinical Faculty	17-19
Distinguished Service	19

## **GUIDELINES FOR FACULTY APPOINTMENT AND PROMOTION**

### **INTRODUCTION**

The University of Pittsburgh Appointment and Tenure Policy\* sets forth the principles upon which School of Medicine faculty appointments and promotions are based. The criteria and guidelines contained in this document supplement and amplify University policies as they are applied in the School of Medicine.

The academic ranks for faculty in the School of Medicine are Instructor, Assistant Professor, Associate Professor, and Professor. Titles may stand without prefix or the prefixes Visiting, Research, Adjunct, and Clinical may be applied at all levels of rank as appropriate. Visiting status is used for those individuals who are appointed on a temporary basis, usually for no more than one year. Research status is given to those full time faculty whose principal academic function is investigation. Adjunct status is given to medical school faculty whose primary appointment is outside of the University. Clinical status is granted to volunteer faculty who contribute predominantly to clinical care and/or serve as a preceptor of students and trainees.

The criteria for tenured and non-tenured promotion and appointment are described in this document. At the time of appointment individuals should be designated as tenured, tenure stream, or non-tenure stream. Faculty at the rank of instructor and assistant professor without prefix are appointed in the tenure stream or outside the tenure stream. Tenure is conferred according to the guidelines of the University of Pittsburgh Faculty Handbook and results in the obligations and responsibilities of tenure. Tenure decisions may be independent of decisions to appoint and promote.

\*May 16, 1978; amended October 18, 1979; May 14, 1980; February 13, 1985

Faculty appointment at the University of Pittsburgh School of Medicine requires ongoing evidence of research and teaching. It is recognized that all faculty will contribute to the service needs of the organization. This includes performance of clinical work (e.g., care of patients) and service on committees. Continued outstanding service, while required for promotion, is not adequate as the sole basis for promotion. Individuals who provide service only are contract employees and, when appropriate, may be identified with preface (e.g., Clinical Professor). Service to hospitals, departments, and other administrative units may be recognized separately (e.g., Senior Surgeon; Administrative Chair; Program Director).

Faculty at the University of Pittsburgh School of Medicine must demonstrate continued scholarly contribution to the mission of the organization by sustained excellence in various areas such as teaching, investigation, and other forms of scholarship. Each faculty member should develop very early, in conjunction with his or her academic mentor(s), a portfolio of scholarly, teaching, and service activities, according to the talents and aspirations of the faculty member and the needs of the department and the School of Medicine.

## **GUIDELINES FOR APPOINTMENT AND PROMOTION**

All faculty will contribute to the service needs of the organization including such activities as performance of clinical work, service on committees, and administrative duties. Outstanding service, although necessary for promotion, is not sufficient as the sole basis for promotion.

Scholarship may be demonstrated in a variety of ways and some of these are listed below. Most candidates will meet these criteria in a number of areas. Most commonly scholarship is demonstrated through scientific investigation and/or scholarly teaching. It is expected that every member of the faculty will participate in the School of Medicine's educational mission. Individuals who do not teach may not be promoted. Teaching may, in some instances, be ample evidence of scholarship, considered equal in value to investigative scholarship. Scholarly teaching must demonstrate sustained depth and commitment. This includes but is not limited to curriculum design, preparation of teaching materials, and contribution to textbooks. At the time an individual is proposed for appointment or promotion, evidence of scholarship must be made available to the appropriate committee. It is the responsibility of the candidate and the department chair making the proposal to prepare and present this evidence. Time in grade is not a sufficient criterion in itself for promotion.

### ***Evidence of Scholarship in investigation***

- Experimental
  - Basic science research
  - Clinical trials
- Population studies
- Case reports
- Scientific grants
- Scientific reviews
- Membership on editorial boards
- Service on national committees or Study sections
- Officer in scientific society

### ***Evidence of scholarship in teaching***

- Classroom Teaching
- Bedside and bench top teaching
- Curriculum design
- Textbook authorship
- Mentorship
- Preparation of teaching materials
- Invited speaker
- Teaching awards
- Consistent national panelist
- Consistent pattern of strong, favorable Evaluations by students

**CRITERIA  
APPOINTMENT AS INSTRUCTOR AND ASSISTANT PROFESSOR  
PROMOTION TO ASSISTANT PROFESSOR  
(in the tenure stream or outside the tenure stream)**

**Instructor**

The instructor should have earned a doctoral degree or the highest appropriate professional degree, or provide evidence that he or she is successfully pursuing such a degree and expects to receive it within a reasonable time. In some technical fields, professional experience may bear considerable weight; in other areas, teaching experience is essential. Reappointment depends upon satisfactory scholarly progress and a demonstrated interest in and ability to pursue an academic career.

**Assistant Professor**

An assistant professor should have demonstrated teaching ability, substantial experience in advanced study and research, or professional experience of a kind, which would enable him or her to make a comparable academic contribution. The assistant professor should possess a doctoral or appropriate professional degree. He or she should exhibit promise of originality and excellence in some field connected with teaching, research, or the creative arts, and should have demonstrated ability in guiding and counseling students. To be appointed or promoted to an assistant professorship, a person should have the potential for promotion to associate professor.

**CRITERIA**  
**APPOINTMENT AS ASSOCIATE PROFESSOR WITH TENURE PROMOTION**  
**TO ASSOCIATE PROFESSOR OR PROFESSOR WITH TENURE CONFERRAL**  
**OF TENURE AS ASSOCIATE PROFESSOR OR PROFESSOR**

Research and teaching are the necessary and co-equal requisites for appointment with tenure, promotion with tenure, or conferral of tenure. *The balance between accomplishments in research and other scholarly activities and teaching may vary considerably from one candidate to another, but both must be present before tenure is granted.* Professional service activities by a faculty member should be weighed into any decision regarding tenure, but such activities in the absence of both teaching and scholarship are not a sufficient basis for tenure.

The primary requirement for tenure is scholarship. Scholarship is the systematic and progressive accumulation of knowledge, especially in a university, which leads to competent mastery of one or more of the highly organized academic studies; more narrowly, advanced study which leads to the acquisition of the minutiae of knowledge in some special field, along with accuracy and skill in investigation and powers of critical analysis in interpretation. All candidates for tenure in the School of Medicine should have demonstrated significant accomplishment in scholarly endeavors, which in most but not all instances, is synonymous with accretion of knowledge using laboratory, clinical, and other research tools. Irrespective of its form, the candidate's scholarship must provide compelling promise of continued creativity.

Another requisite for tenure is demonstrated skill in, and dedication to, teaching. The candidate should demonstrate proficiency and the desire to maintain teaching effectiveness and show capacity for continuing growth as a teacher. It is implicit that excellence in teaching includes being a model of professional conduct for students, colleagues, and patients. The quality and quantity of a candidate's teaching must be documented by the chair in his or her supporting letter.

Service and administrative contributions by a faculty member should be weighed into any decision regarding tenure.

Persons being considered for appointment or promotion to the rank of associate professor or professor must meet a substantial proportion of the qualifications contained in the following guidelines.

## Research

- Originality, independence, leadership, and continuing productivity in investigative or scholarly activity.
- Recognizable objectives or an underlying theme of the scholarly program.
- Publication of research reports in leading refereed journals.
- Publications demonstrating innovative conceptualizations or novel solutions to biomedical problems.
- Authorship of important review articles, chapters, and/or books.
- Evidence of continuing research support (that may include University competitions, industry sponsored research, SBIR/STTR grants, etc.) and the candidate's role in generating it.
- Membership and participation in leading scientific or clinical societies in the candidate's field.
- Evaluation of scientific accomplishment obtained from peers on a national and international basis.
- In addition to the above, some faculty may demonstrate scholarly excellence in entrepreneurship (with management of any Conflict of Interest) as demonstrated by authorship of patent disclosures, patent applications, copyrights, or other intellectual property and the commercialization of research into options, license, or new company formation.

## Teaching

- Preparation and presentation of material in a well organized, current, and intellectually stimulating fashion as viewed by senior faculty of the School and department, medical and graduate students, and house staff.
- Contributions to design, organization, and/or presentation of a course, clinical program, or subdivision thereof. In exceptional circumstances which are clearly documented locally and/or nationally, teaching can be *the* major criterion for tenure in clinical departments.
- Ability to evaluate and mentor effectively medical and graduate students and house staff.
- Effective participation in postgraduate educational activities.
- Some faculty may demonstrate scholarly excellence in instructing and mentoring medical students, graduate students, residents or faculty in the discipline of academic entrepreneurship.

## Professional and Administrative Service

- Excellence as an academic role model for medical and graduate students and for junior colleagues.
- Participation in scientific and educational committees advisory to the government or to foundations, or industry.
- Effective participation on the committees of the faculty member's department, the School of Medicine, and/or the University of Pittsburgh.
- Evidence that the candidate plays a critical role in the programmatic needs of the department and School. This should be documented in the letter of proposal.
- In the clinical disciplines, professional service includes the provision of high quality patient care in the candidate's field.
- Some faculty may demonstrate leadership roles within industry to extend the impact of research through commercial translation.

## **Purposes of Tenure**

Academic tenure is a status accorded to members of the University faculty who have demonstrated high ability and achievement in their dedication to the growth of human knowledge. Tenure is intended to assure the University that there will be continuity in its experienced faculty and in the functions for which they are responsible. The University encourages independence of mind and freedom of inquiry. Conferral of tenure constitutes recognition by the University that a person so identified is qualified by achievements and contributions to knowledge and dissemination of knowledge as to be ranked among the most worthy in his or her field engaged in scholarly endeavors: research, teaching, professional training, or creative intellectual activities of other kinds.

## **Obligations and Responsibilities of Tenure**

The primary responsibilities of the tenured faculty are effective teaching and research, and creative scholarship throughout their careers, which advance their fields of learning and research, and initiate others into these fields through creative and effective teaching.

Those who accept the rights and immunities of tenured appointment owe it to their colleagues unflinchingly and unflinchingly to defend independence and freedom of mind in their field of competence. The tenured faculty should create and sustain an intellectual ambiance in which their non-tenured colleagues can think, investigate, speak, write, and teach secure in the knowledge that their intellectual vitality is both essential and welcome.

It falls to all, but again most stringently to the tenured, to see that no improper consideration enters into the appointment process. Academic freedom, no less than academic excellence, requires that academic appointments be made on academic grounds alone.

The acceptance of an appointment, whether for a term or permanently, implies a commitment to the University as an intellectual community. The rights to membership on the faculty and to academic freedom carry with them the obligations to uphold academic freedom against invasion or abuse, to not violate the academic freedom of others, and to perform in a productive, professional fashion so as to deserve membership on the faculty. It is equally a responsibility of the officers of the University administration and of the Board of Trustees to assure, to protect, and to defend academic freedom. The tenured faculty and the officers and Board members should work together to that end.

## Tenure Policies

The following policies that relate to tenure shall not be applied retroactively to those who hold tenure; and insofar as these alter prior or existing policies of tenure, they shall have prospective applications only.

- Conferral of tenure, promotion to associate professor or professor with tenure, and appointment with tenure at the rank of associate professor or professor are made by the Chancellor. The Chancellor takes into account recommendations of the Provost and, if the appointment is in a school of the Health Sciences, of the Senior Vice Chancellor for Health Sciences.
- Other appointments, promotions, and renewals of appointments are made by the Provost, who take into account recommendations from the appropriate dean or campus president or, if the appointment is in a school of the Health Sciences, from the Senior Vice Chancellor and the deans of the Health Sciences.
- A faculty member who has retired may be reappointed on a yearly basis if the University has a special need for his or her services.
- The University shall send to each new member of the faculty a letter setting forth the terms and conditions of his or her appointment. Each newly appointed person shall receive a copy of the Faculty Handbook which will summarize the policies governing faculty appointments which are in effect at the time.

### Length of Tenure Stream Service Prior to the Conferral of Tenure

The total number of years which Ph.D. (or equivalent) faculty members and physician faculty members without clinical responsibilities may serve in the tenure stream shall not exceed *seven*. If a person has served for *seven* years in the tenure stream, either he or she must be promoted to associate professor or professor with tenure or his or her service in the tenure stream must be terminated. Notification of termination must be made prior to the end of the *sixth* year in the tenure stream. *Faculty in the tenure stream shall have annual evaluations to document their progress and suitability for a tenure recommendation.* The maximum allowable duration of service in the tenure stream shall be independent of previous service at another college or university.

The total number of years which physician faculty members with clinical responsibilities may serve in the tenure stream shall not exceed *ten*. If a person has served for *ten* years in the tenure stream, either he or she must be promoted to associate professor or professor

with tenure or his or her service in the tenure stream must be terminated. Notification of termination must be made prior to the end of the *ninth* year in the tenure stream. *Physician faculty with clinical responsibilities in the tenure stream shall have annual evaluations to document their progress and suitability for a tenure recommendation. In addition, a comprehensive mid-course review shall be conducted no later than the end of the fifth year of service in the tenure stream (School of Medicine Policy "Mid-Course Review of Clinical Tenure Candidates").* The maximum allowable duration of service in the tenure stream shall be independent of previous service at another college or university.

### **Terms of Appointment**

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 on a first one year appointment shall be notified in writing no later than March 15; on a second or subsequent consecutive one year appointment by December 15; by December 15 of the second year of a two year appointment; and twelve months prior to the end of a three year appointment.

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 academic year is counted as the first year of appointment in the tenure stream.

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 period of service has been extended and that the leave will not be counted as a part of the 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.

Under special circumstances, Ph.D. (or equivalent) faculty members and physician faculty members without clinical responsibilities may receive a temporary appointment outside the tenure stream up to a maximum of two academic years. A temporary appointment outside the tenure stream under this provision shall be made only when exceptional circumstances prevail that prevent normal progress in the tenure stream and are beyond the control of the individual.

Tenure may be held only by associate professors and 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 are terminable at any time.

**CRITERIA**  
**APPOINTMENT AS ASSOCIATE PROFESSOR OR PROFESSOR**  
**WITHOUT TENURE**  
**PROMOTION TO ASSOCIATE PROFESSOR OR PROFESSOR WITHOUT TENURE**

**Associate Professor**

Generally will have served a minimum of 5 years as an assistant professor

An associate professor should possess a doctoral or appropriate professional degree and have substantial experience in teaching, research, and applicable professional experience. The person should show a capacity and will to maintain teaching effectiveness and the ability for continuing growth as a teacher, scholar, and member of his or her profession. He or she also should have progressed in attaining eminence in a scholarly or professional field. An associate professor must display consistently mature performance in education, in research, in guiding and counseling students and junior faculty members, and in participating in the activities of the University. Time in grade is not a criterion for promotion.

Examples of evidence of service include provision of outstanding clinical care and evidence of service to the department and/or School of Medicine through committee work. Appointment or promotion require that an individual also demonstrate substantial evidence of scholarly achievement through either investigation and/or teaching. Examples of objective criteria follow. An individual need not meet all listed criteria but should demonstrate substantial achievements in a portion of them. It is acknowledged that some individuals may demonstrate little or no investigative achievement. These individuals would be expected to demonstrate significant excellence in scholarly teaching.

**Investigation**

Examples of Objective Evidence of Investigative Achievement for Associate Professor

- Record of scholarly publications (typically peer reviewed manuscripts in quality journals; 3-5 particularly important manuscripts provided to committee by the candidate).
- Consistent independent funding (2-3 years).
- Clear-cut evidence of originality, independence, and leadership, typically 15 publications but actual number may range widely based upon significance, quality, and type of article (first or senior author on over one-third of manuscripts).
- Consistent research theme and goals.
- Authorship of important reviews, chapters, and/or books.
- Recognized by peers regionally (evidenced by letters).
- Membership in leading scientific organizations.
- Editorial boards of scientific journals.

## **Teaching**

### **Examples of Objective Evidence of Scholarly Teaching Achievement for Associate Professor**

Evidence of consistent, significant contributions to the School of Medicine or departmental educational goals and objectives (greater than 5 years; evidenced by letters).  
Contributions to the design, organization, and instruction of course or clinical programs.  
Demonstration of ability to evaluate and counsel medical or graduate students.  
Participation in postgraduate teaching courses.  
Contributions to chapters and books.  
Evidence of mentorship and serving in the preceptor role.

## **Professor**

Most individuals will have served 5 to 7 years as Associate Professor as a minimum prior to consideration

The rank of professor recognizes the attainment of authoritative knowledge and reputation in a recognized field of learning and the achievement of effective teaching skills. The professor should have attained superior stature in his or her field through research, writing, professional practice, or leadership in professional and learned organizations, as well as having exceeded the standards described for ranks shown above.

Service to the School of Medicine through provision of outstanding clinical care and evidence of service to the department and/or School of Medicine is a prerequisite for consideration of the rank of professor. Duration of appointment at the associate professor level is not, of itself, adequate for consideration for promotion. Individuals considered for appointment or promotion to professor must demonstrate scholarly activity in investigative achievement and/or must demonstrate excellence in scholarly teaching achievement. The following examples serve as guidelines. Every individual need not meet every criteria.

## **Investigation**

### **Examples of Investigative Achievement for Professor**

- Continued scholarly publication (40 publications typically; first or senior author on over one-third of manuscripts)
- Consistent record of peer reviewed funding (5 to 7 years).
- Recognized by peers nationally and internationally (as evidenced by letters).
- Recognizable objective of research.
- Membership on editorial boards of scientific publications.
- Leadership role in significant scientific organizations.
- Membership on study sections and other scientific advisory panels.

## **Teaching**

### Examples of Scholarly Teaching Achievement for Professor

- Evidence of continued significant contribution to School of Medicine or departmental educational goals and objectives (10 to 12 years; evidenced by letters).
- Leadership role in educational mission (e.g. Program Director).
- Leadership role in the design and implementation of educational programs.
- Leadership in program initiatives.
- Contributions to books and teaching materials.
- Invited lectureships at major universities and leading scientific societies.
- Leadership in the development and presentation of CME
- Invited panelist.
- Teaching award(s).

## **FACULTY TITLES WITH RESEARCH PREFIX**

### **RESEARCH PREFIX**

The School of Medicine recognizes that some faculty members contribute substantially to the mission of the University within department, division, or other unit team investigative efforts. These faculty are best evaluated using metrics commensurate with their specific roles rather than those used in the usual tenure and non-tenure streams.

Individuals who seek the faculty title with the “Research” prefix generally spend greater than or equal to 90 percent of their effort in scientific investigation. Those with the research prefix choose to contribute to the academic mission primarily by collaboration on research projects. Faculty with the research prefix may participate in educational activities but are not expected to have regular teaching or service responsibilities.

These individuals provide valued collaboration in research programs but in most instances are not principle investigators on grants, nor are they expected to be first or corresponding authors on most publications. Faculty positions with the “Research” prefix are different from that of the *non-faculty* position of staff scientist (*refer to Human Resources for staff job classifications*).

### **CRITERIA APPOINTMENT AS RESEARCH INSTRUCTOR AND RESEARCH ASSISTANT PROFESSOR PROMOTION TO RESEARCH ASSISTANT PROFESSOR**

#### **Research Instructor**

The instructor should have earned a doctoral degree or the highest appropriate professional degree, or provide evidence that he or she is successfully pursuing such a degree and expects to receive it within a reasonable time. Reappointment depends upon satisfactory scholarly progress and a demonstrated interest in and ability to pursue an academic career.

#### **Research Assistant Professor**

An assistant professor should have demonstrated substantial experience in advanced study and research. The assistant professor should possess a doctoral or appropriate professional degree. He or she should exhibit promise of excellence in research.

**CRITERIA  
APPOINTMENT AS RESEARCH ASSOCIATE PROFESSOR  
OR RESEARCH PROFESSOR  
PROMOTION TO RESEARCH ASSOCIATE PROFESSOR  
OR RESEARCH PROFESSOR**

**Research Associate Professor**

Generally will usually have served a minimum of 5 years as a research assistant professor. A research associate professor should possess a doctoral or appropriate professional degree and have substantial experience in research. The person should show a capacity and will to continue growth as a scientist, scholar, and member of his or her profession. He or she also should have progressed in developing research skills, being identified as a core member of a research team, and attaining eminence in an area of investigation.

**Examples of Objective Evidence of Investigative Achievement for Research Associate Professor**

- Record of scholarly publications (typically peer reviewed manuscripts in quality journals; 3-5 particularly important manuscripts provided to committee by the candidate).
- Authorship. (Typically 15 publications but actual number may range widely based upon significance, quality, and type of article. Status may be as first or senior author but is not required.)
- Collaboration in obtaining funding with clear evidence of substantive contributions to the success of the laboratory. Faculty member's role in ongoing research and funding acquisition is to be described by the chair or PIs of successful grants. Intellectual contribution is the key measure, rather than mere technical or administrative contribution.

**Other desirable, but optional, examples include:**

- Consistent research theme and goals.
- Authorship of important reviews, chapters, and/or books.
- Recognized by peers regionally (evidenced by letters).
- Membership in leading scientific organizations.
- Editorial boards of scientific journals.

**Research Professor**

Most individuals will have served 5 to 7 years as Associate Research Professor as a minimum prior to consideration.

The rank of professor recognizes the attainment of authoritative knowledge, skills, and reputation in a recognized field of investigation. The professor should have attained superior stature in his or her field through research, writing, or leadership in professional and learned organizations, as well as having exceeded the standards described for ranks shown above.

Duration of appointment at the associate professor level is not, of itself, adequate for consideration for promotion. Individuals considered for appointment or promotion to professor must demonstrate scholarly activity in investigative achievement.

### **Examples of Investigative Achievement for Professor**

- Continued scholarly publication (40 publications typically; first or senior author not required)
- Consistent record of contributions critical to laboratory productivity and funding (5 to 7 years), as described by chair or PI.
- Recognition and demonstration that faculty member is an essential member of the research team, providing critical leadership in laboratory function, and supporting the overall cohesion of the research team.

### **Other desirable, but optional, examples include:**

- Recognized by peers nationally and internationally (as evidenced by letters).
- Recognizable objective of research.
- Membership on editorial boards of scientific publications.
- Leadership role in significant scientific organizations.
- Membership on study sections and other scientific advisory panels.

**CRITERIA**  
**APPOINTMENT AS CLINICAL INSTRUCTOR, CLINICAL ASSISTANT PROFESSOR,**  
**CLINICAL ASSOCIATE PROFESSOR OR CLINICAL PROFESSOR**

**PROMOTION TO CLINICAL ASSOCIATE PROFESSOR OR CLINICAL PROFESSOR**

Faculty whose appointments have the “Clinical” prefix generally spend the majority (≥90%) of their effort in clinical or administrative activity, often in non-core teaching sites. To earn an appointment to the Clinical faculty of the University of Pittsburgh School of Medicine (UPSOM), individuals must demonstrate service to the School of Medicine beyond clinical activities, including participation in education, scholarly activities, or meaningful and ongoing service to the UPSOM. Examples of service activities include participation in departmental projects (e.g., clinical research trials), or leadership and innovation in developing clinical, educational and/or community programs. An individual is appointed initially at the rank of Clinical Instructor or Clinical Assistant Professor unless he or she has a record of significant teaching or service that would qualify for an appointment at an advanced level. Clinical prefix faculty appointments are without University salary, benefits, or employment status.

**Clinical Instructor**

The instructor should have earned a doctoral degree or the highest appropriate professional degree. Initial appointment at the rank of Clinical instructor is appropriate for a faculty member who has completed post-graduate training but has no additional teaching experience.

**Clinical Assistant Professor**

The Clinical Assistant Professor should possess a medical, doctoral or other professional degree and have demonstrated teaching ability, or professional experience in the provision of service to the UPSOM.

**Clinical Associate Professor**

The Handbook for Faculty, University of Pittsburgh, 2000 describes an associate professor as one who should possess a doctorate or appropriate professional degree and have substantial experience in teaching and research or applicable professional experience. The person should show a capacity and will to maintain teaching effectiveness and the ability for continuing growth as a teacher, scholar, and member of his or her profession. He or she should also have progressed in attaining eminence in a scholarly or professional field. An associate professor must display consistently mature performance in course and curriculum planning, in guiding and counseling students, residents, and junior faculty members, and in participating in the activities of the University.

In order to merit promotion to Clinical Associate Professor, faculty members must demonstrate sustained excellence and growth in education, leadership, innovation, community engagement or program development or support. They are expected to contribute actively to the academic mission of the School of Medicine, including demonstrating effective teaching of students, residents and/or fellows; development, support and leadership of clinical programs (usually in community settings) or community service programs aligned with the goals of the academic department. Such clinical faculty should provide high quality, empathetic patient care, as judged by their peers, and should willingly involve their patients in teaching activities.

Sustained contributions in any of the following domains may be considered for promotion to Clinical Associate Professor. Every individual need not meet every criteria. Examples for Clinical Associate Professor include:

Education:

- Excellence in teaching (as documented by learner evaluations) including medical students, residents, fellows, staff, peers, community members and attendees of continuing education courses
- Leadership of educational programs (usually outside core teaching settings) for medical students, residents, fellows, or continuing medical education courses with evidence of learner and program outcomes
- Development or direction of new courses or special teaching materials such as videotapes, computer programs, and web sites
- Teaching awards
- Dissemination of educational work via publications, writing or editing textbooks or chapters in text books, conference presentations

Administrative Service to the University of Pittsburgh School of Medicine:

- Service on department, hospital, School of Medicine, or University committees

Clinical Service:

- Reputation as a clinician as manifested by peer review
- Development of clinical guidelines used by hospitals, offices or clinics
- Leadership of safety and/or quality improvement initiatives
- Development and oversight of clinical programs

Community Engagement:

- Development and leadership of community service projects designed to improve the health of the community served
- Participation on regional, national, or international clinical or research entities

Scholarship:

- Participation in research that complements the mission of the School of Medicine
- Service on editorial boards

## Clinical Professor

The Handbook for Faculty indicates that the rank of professor recognizes the attainment of authoritative knowledge and reputation in a recognized field of learning and the achievement of effective teaching skills. The professor should have attained superior stature in his or her field through research, writing, professional practice, or leadership in professional and learned organizations, as well as having exceeded the standards described for the ranks enumerated above. Clinical Professors must have achieved undisputed recognition as outstanding teachers, clinicians, or administrators who demonstrate leadership in education, clinical program development, and/or community service programs that serve the academic mission of the department and the UPSOM, often in community clinical sites.

Criteria for promotion to Clinical Professor include the elements above, AND evidence of sustained and growing contributions as well as recognition beyond the School of Medicine. Every individual need not meet every criteria. Examples for Clinical Professor include:

- Awards or prizes for research, teaching or service
- Extensive presentations at scholarly meetings and conferences, whether regional, national or international
- Membership in scholarly organizations
- Invited presentations at Universities, hospitals, etc.
- Organizing regional research or educational meetings
- National or international reputation documented by letters of recommendation, leadership in professional societies, and invited talks or invited reviews
- Publication of impactful textbooks, guidelines, research, etc.

## Distinguished Service

Clinical Associate Professors and Clinical Professors who have contributed substantially to the academic programs of the School of Medicine through extensive service may be awarded the rank of *Distinguished Clinical Associate Professor* or *Distinguished Clinical Professor*. Infrequently granted, these ranks of distinction are a special recognition of senior clinical faculty by the University for meritorious past service.

Approved by the UPSOM Executive Committee of the faculty – 3/12/19.  
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