

PROMOTION AND TENURE GUIDELINES

(Appendix I to Bylaws of the Faculty)

College of Pharmacy

University of Arkansas for Medical Sciences

Successor guidelines approved on April 29, 2011

(originally approved on July 7, 1998; last amended on March 7, 2006).

Enabling paragraph

This version of Promotion and Tenure Guidelines, serves as Appendix I to the By-Laws of the Faculty, College of Pharmacy, University of Arkansas for Medical Sciences. This version supersedes and replaces all previous versions, amended or otherwise modified by vote of the faculty.

This version is compatible with and derived from the governing guidelines and policies of the Board of Trustees, University of Arkansas as well as UAMS campus wide policies and guidelines. University of Arkansas Board Policy 405.1 provides the definitions, rights and obligations related to tenure, as well as the foundation for the promotion and tenure guidelines and process described below. Review of the latest revision of the Board Policy is advised prior to proceeding (http://vcfa.uark.edu/Documents/BOTPol_0405_1.PDF).

Basis of Promotion and Tenure

The basis for promotion and tenure in the College of Pharmacy are the demonstrated abilities and accomplishments of the individual, while in the current rank. Specific focus is given towards those activities and accomplishments that represent the primary areas of teaching, scholarship, clinical care (where applicable), and general service.

UAMS College of Pharmacy Faculty Appointments

The College of Pharmacy faculty consists of individuals who are on a developmental pathway that may lead to tenure (tenure track) and faculty that are on a developmental pathway that does not include tenure (non-tenure track). The guidelines and criteria for promotion are parallel for all faculty.

Clearly, there are many different and unique (in some cases) appointment characteristics for the faculty of the College. Some are readily identifiable such as research-focused, teaching-focused, clinical, split-funded, etc. While these designations are important and useful for the College and Departments in executing its mission, they do not alter or modify the primary criteria for promotion or tenure. Nevertheless, as seen below, the promotion and tenure process in the College of Pharmacy involves an awareness of the context of a faculty member's appointment and designated duties. This awareness in no way dilutes the fundamental criteria for promotion and tenure; rather it serves to evaluate the activities and accomplishments of each faculty member within the scope and parameters of their responsibilities. The faculty of the College of Pharmacy believes that excellence in **teaching, scholarship, clinical care** (where appropriate), and general **service** activities can be demonstrated by all faculty sufficiently to garner the

recommendation of their peers and administrators for promotion in rank and tenure (where applicable).

Special Provisions

1. An initial appointment between January 1 and June 30 will not be considered a year of service in determining the maximum number of years in probationary status.
2. An appointment between July 1 and December 31 will constitute the first probationary year ending on June 30 next.
3. A request to suspend the probationary period for a period of one (1) year shall first be directed in writing to the department chair with the specific reasons identified.
 - a. The reasons for such a request are the same as required under the Family and Medical Leave Act of 1993 and are as follows: (1) the birth of a child to the faculty member or his spouse and its care during the first year; (2) the adoption of a child by the faculty member or placement in the faculty member's home of a foster child; (3) the care of the faculty member's spouse, child, or parent with a serious health condition; (4) the serious health condition of the faculty member.
4. If approved by the department chair then the request is sent to the dean for approval.
5. If approved by the dean the request must be passed through the established administrative channels including the vice chancellor for academic affairs, the chancellor, and the president.
6. A faculty member who has been notified that he or she will not be reappointed may not subsequently request to suspend the probationary period under this policy.
7. With approval of the respective department chair and the dean, faculty appointed to a tenure- or non-tenure track position may switch tracks provided that such a position is available.
8. For individuals who are granted a transfer from a non-tenure track to a tenure track position, the probationary period in the tenure-track will begin the day of transfer.
9. Generally, a faculty member can make only one change between a tenure-track and non-tenure track.

The Promotion and Tenure Committee

Composition & Election

1. Membership shall consist of seven members of the voting faculty who hold the rank of associate professor or professor and who are elected by the entire faculty. The distribution of the seven members shall be as follows:
 - Two (2) tenured faculty from the Pharmacy Practice Department,
 - One non-tenure track faculty from the Pharmacy Practice Department,
 - Three (3) tenured faculty from the Pharmaceutical Sciences Department,
 - One at large faculty from either department (tenure or non-tenure track).

- Three (3) alternate tenured members, one from Pharmaceutical Sciences and two from Pharmacy Practice.
2. The members and alternates shall be elected annually in July or August by the faculty. Separate ballots will be employed for the member and alternate or vacant positions. The election will be conducted by written secret ballot (same procedure as outlined in Article IX. C.). Members shall serve staggered, two-year terms and the alternates shall serve one-year terms.
 3. In the event a member of the committee resigns or is unable to complete the term of membership, the alternate from the same department shall complete that member's two-year term. The faculty shall then elect a new alternate member.
 4. Should a member of the committee seek promotion, the alternate from the same department shall serve for the member for the duration of the promotion and tenure review process of that specific cycle; the member will resume their original committee seat for any other Committee activities. In the case of a non-tenured member's resignation or inability to complete the term of membership, the faculty shall elect a new non-tenured alternate member.
 5. Faculty who hold administrative positions within the College are not eligible to serve. Administrative positions include the dean, associate and assistant deans, department chairs, division directors, or any other faculty who as part of their duties to the College are responsible for conducting evaluations of other faculty within the College.
 6. Only those members of the Committee holding tenure may vote on the question of tenure of a candidate for tenure and/or promotion.

Election of Chair

The committee chair shall be elected annually by the committee no later than September 1st and must have tenure.

Committee Responsibilities and Time frame

1. By September 15 of each year, the Promotion and Tenure Committee shall send a notice to each department chair informing them of the Committee's timetable for application and review of candidates for promotion and/or tenure.
2. Recommendations for promotion or tenure shall originate with the department chair, who shall inform the faculty members who are being considered for promotion or tenure and shall give them the opportunity to submit material which they believe will facilitate consideration of their competence and performance. (Board Policy 405.1 IV. A. 5.)
3. An individual in a tenure-track position who was not awarded tenure with any of the first six academic year or fiscal year appointments must be evaluated during the sixth appointment. If he or she is not approved for tenure, the seventh appointment shall be a terminal appointment. (Board Policy 405.1 IV. A. 11.)
4. Faculty candidates are responsible for providing the documentation of their

activities to support the promotion and/or tenure nomination. Detailed descriptions of the types of activities and documentation desired by the Committee are provided later in this document along with the general criteria for achieving a positive recommendation.

5. The candidate is encouraged to include in their performance documentation a cover letter that provides a comprehensive summary of their activities and accomplishments in the areas of teaching, scholarship, clinical care (where applicable), and general service.
6. The Promotion and Tenure Committee will determine each year the electronic and/or paper format of the performance documentation as well as the number of copies the candidate is required to submit.
7. The performance documentation and a cover letter summarizing the candidate's qualifications shall be submitted by the candidate to the chair of the Promotion and Tenure Committee and to the candidate's department chair.
8. The candidate will also submit a list of three (3) names (with contact information) of potential external reviewers to the Promotion and Tenure Committee chair. External reviewers should be in a position that equips them with the perspective and experience to conduct such an evaluation. The external reviewer should not be a former faculty colleague, advisor, or collaborator to the candidate.
9. The Chair of the Promotion and Tenure Committee will identify three (3) additional individuals and solicit external reviews of the candidate from all six names. Solicitations of recommendation letters from external reviewers will include a copy of the College's criteria for awarding promotion and/or tenure (i.e. the present document) and the performance documentation as submitted by the candidate, and will request that the external reviewer provide details regarding their knowledge and/or prior interactions with the candidate. These letters will be available to the committee members and the dean.
10. It shall be the responsibility of the committee to evaluate all college of pharmacy faculty candidates for promotion and/or tenure in accordance with guidelines set down in this document.
11. The committee shall make separate recommendations to the Dean for promotion and tenure for each candidate.
12. The guidelines described within this document are available to all faculty and shall be the only basis for the committee's evaluations.
13. The committee's written recommendation, including the rationale upon which the recommendation is based, shall be submitted by December 1 to the dean.
14. The Dean will review all materials and recommendations and make his/her recommendation regarding each request for promotion and/or tenure.
15. Prior to forwarding the recommendations to the chancellor, the dean shall convey his/her written decision along with the Promotion & Tenure Committee recommendation to the candidate and the candidate's department chair.

16. The faculty member may:
 - a. Respond to these negative recommendations by submission of a letter to dean within five (5) working days following notification.
 - b. Submit an appeal in writing, within five (5) working days following notification, to the college's Executive Committee. The Executive Committee will review the individual's qualifications and recommend whether the dean and/or the Promotion and Tenure Committee should reconsider the candidate's application.
 - c. Submit a grievance following the procedures detailed in the UAMS Faculty Handbook.
 17. After reviewing the written response, the dean's recommendation, as well as all other recommendations, will be forwarded by January 15, to the chancellor for consideration. If requested by the chancellor, a copy of all supporting documentation will be provided.
 18. The faculty member may elect to withdraw from further consideration at any time prior to the time the recommendations are sent to the chancellor. A request for withdrawal from consideration must be documented in writing to the chair of the Promotion and Tenure Committee, the dean, and the faculty member's department chair. Following this request, all materials and letters of review will be destroyed.
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Criteria for Positive Recommendations Concerning Tenure

Tenure ensures the academic freedom that is vital for institutional stability and excellence. Criteria for granting tenure must be relevant to the missions and goals of the College of Pharmacy, the University of Arkansas for Medical Sciences and the University system as a whole.

Tenure is also a reciprocal commitment. In order to earn tenure the candidate must demonstrate their value to the college based on objective evidence of excellence. While the various roles of each faculty member may have differing demands, a candidate for tenure must provide objective evidence of scholarship as a prerequisite. In addition, excellence in at least two of the areas to include teaching, scholarship, clinical care (where applicable), and service will be necessary in order to warrant a positive recommendation for tenure. Depending on the specifics of a faculty member's position truly outstanding performance in the single area of scholarship may be considered sufficient. In addition, the evaluation of candidates will include their potential to maintain an equivalent level of achievement over an extended period of time. The responsibilities of the candidate in relation to these primary commitments will vary based on their defined faculty assignment.

Criteria for Positive Recommendation Concerning Promotion

Criteria for granting promotion must be relevant to the objectives and goals of the College of Pharmacy, the University of Arkansas for Medical Sciences and the University as a whole. While formalized tracks (basic scientist, clinical educator, etc.), are not identified within this document, the criteria herein will be evaluated and weighed within the context of the faculty member's appointment and designated duties. This reflects the reality of the wide diversity of faculty appointments and responsibilities while holding true to the long standard academic principles.

Promotion to a given rank requires that the individual has shown substantial progress and achievement and has attained the qualifications expected of the next rank. It is not based on time in rank only. In certain cases an individual might be considered a valuable faculty member at a certain rank for many years, yet without showing sufficient progress to merit promotion.

The faculty of the College of Pharmacy believes that excellence in **teaching, scholarship, clinical care** (where applicable), and general **service** activities represent the fundamental criteria for evaluation for all levels of faculty rank. Successful advancement in rank necessitates evidence of a progressively higher order of commitment, achievement and reputation within these criteria including evidence of excellence in at least two of the areas. Given the different types of appointments and duties, especially of non-tenure track faculty, truly outstanding performance in a single area rarely may justify promotion.

Associate Professor

Advancement to the rank of associate professor is based on clear evidence of substantial development and commitment to the College. The candidate shall demonstrate competency in all areas of teaching, scholarship, clinical care (where applicable), and service. It is expected that the candidate will show evidence of excellence since their appointment as assistant professor in at least two of areas of teaching, scholarship, clinical care (where applicable), and service.

Professor

Advancement to the rank of professor is based on clear and substantial evidence of the highest standard of achievement and commitment to the College. The candidate shall demonstrate achievement of substantial scholarship. They shall also demonstrate the skills of an effective and committed teacher; substantiated by objective evidence. If active in clinical care their record of achievement and advancement of quality clinical care must be evident. Evidence of service to the college, university, and/or profession should reflect a degree of responsibility and involvement above simple committee membership and passive academic citizenship. It is expected that the candidate will show evidence of excellence since their appointment as associate professor in at least two criteria areas.

Documentation for Review

It is the responsibility of the faculty member to provide the Committee with the following documentation covering the time period of the current rank, and to select material representing the quality of his/her work rather than submitting all of his/her materials.

- a. Self-evaluation of progress in rank to date with future plans and goals. This letter

- should include any relevant information regarding the specifics of the faculty member's appointment and responsibilities
- b. Reprints of published papers or patents
 - c. Copies of the following
 - i. Letters notifying faculty member of action taken on applications for grants, contracts, or related funding requests
 - ii. Papers presented at scientific or professional meetings
 - iii. Invited lectures
 - iv. Programs in which the faculty member participated on a panel or as a workshop leader
 - d. The faculty member may submit letters of support from professional colleagues and peers, both on and off campus, who are familiar with the quality and significance of the faculty member's work (these are not the same as the external review letters requested by the committee chair)
 - e. The candidate will also submit a list of five (5) names (with contact information) of potential external reviewers to the Promotion and Tenure Committee
 - f. Any other material or information which may be helpful to the Committee in the evaluation process
 - g. Documentation should be submitted in the format required by the Promotion & Tenure Committee

Examples of documentation supporting achievement within each area of consideration are presented below. These examples are not necessarily exhaustive.

Teaching

1. Communicates information and concepts in a clear and well organized manner
2. Inspires and stimulates creative thinking
3. Teaching responsibility
 - a. Didactic instruction (Students, Residents/Fellows, Graduate Students)
 - b. Experiential instruction (Students, Residents/Fellows)
 - c. Laboratory instruction (Students, Residents/Fellows, Graduate Students)
4. Development of a course
5. Revision with improvement of/in an existing course
6. Development of a clerkship
7. Presentations in Continuing Education programs
8. Provides timely update to teaching material
9. Participating as an invited contributor in a national symposium or workshop on pharmacy education
10. Directing a residency/fellowship program
11. Effective use of web-based enhancements and related technology to learning
12. Writes clear/appropriate test questions
13. Multidisciplinary/Interprofessional teaching activities

- a. The amount and type of interdisciplinary and multidisciplinary teaching both on the UAMS campus and other campuses within and outside the University of Arkansas system. Be sure to include letters of invitation, thanks and the results of any evaluations conducted (especially if outside the college of pharmacy)
14. Academic advisement
- a. Pharm.D. student
 - b. Graduate student
 - c. Resident
 - d. Fellow
15. Direction of theses and/or dissertations (may also be considered under scholarship)
16. Teaching awards/honors

Scholarship

1. Publications
 - a. Publications of original research in refereed journals
 - b. Publication of case reports, reviews, etc. in refereed journals
 - c. Books authored
 - d. Chapters in books
 - e. Patents granted
 - f. Editor of books or journals
 - g. Audio-visual program
 - h. Innovative software development
 - i. Articles in non-refereed journals
 - j. Regular columns in journals, or blogs / wikis
 - k. Letters to editor and book reviews
 - l. Publications in preparation, publications submitted, but not accepted
2. Grants and Contracts
 - a. Grants or contracts funded as principle investigator or primary responsibility, including agency and role
 - b. Grants or contracts funded as co-investigator or related responsibility, including agency and role
 - c. Grants or contracts pending; including agency and role
 - d. Grants or contracts submitted but not funded, including agency and role
 - e. Grant or contract proposals in preparation, including agency and role
3. Presentations of original research at Scientific Professional Meetings and Published Abstracts
 - a. In general, presentations will be weighted as follows
 - i. National/International > Regional > State > Local
 - ii. Reviewed > non-reviewed
 - b. Attendance at meetings is not considered as evidence of scholarship
4. Invited Lectures

- a. Presentations to university groups, government agencies, professional organizations, industrial organizations, and industrial gatherings which impart specific original knowledge in a scientific and/or professional area of expertise
 - b. Chairing sessions at meetings without a presentation are considered under Service
5. Honors and awards

Clinical Care (where applicable)

1. Evaluation of pharmacy practice.
 - a. Written observations by responsible administrators and managers
 - b. Adoption of pharmacist directed drug therapy protocols by institution/clinic committees
 - c. Transfer of practice model to other sites/systems
 - d. Assigned responsibility for broader patient care or system administration
2. Assessment of pharmacy practice by other healthcare professionals or accrediting bodies
 - a. Written reports, letters, observations from other healthcare professionals (i.e. physicians, nurses, etc)
 - b. Reports conducted by health care accrediting bodies such as Joint Commission or state agencies
3. Assessment of patient care by patients or caregivers
 - a. Patient satisfaction surveys
 - b. Patient thank you letters
4. Recognition of pharmacy practice performance by others
 - a. Consultations
 - b. Invited lectures, seminars, writings
 - c. Project leadership
5. Revenue generating activities
 - a. Income generation through contracts and billings
 - b. Creation of co-funded staff or residency positions
6. Certification and recertification by specialty boards (i.e. BCPS, etc)
7. Completion of certificate programs (i.e. certified diabetes educator, etc)
8. Completion of practice development programs
9. Completion of additional academic work (i.e. MPH, etc)
10. Designation as a fellow or other similar practice achievement recognition
11. Evaluation of pharmacy practice effectiveness and quality through outcomes documentation and analysis
 - a. Cost-effectiveness and similar pharmacoeconomic data
 - b. Adverse reaction or event avoidance data
 - c. Morbidity/mortality data, general and disease/patient population specific

- d. Patient compliance data
- 12. Grants or contracts to support practice expansion or enrichment
- 13. Practice consultant to non-pharmacy organizations
- 14. Development of new clinical services or programs and continuation of present services
- 15. Presentations at Grand Rounds
- 16. Participation in Pharmacy & Therapeutics processes (i.e. review of a drug class for formulary review, etc)
- 17. Honors and awards

Service

1. Service to the University of Arkansas and to the College of Pharmacy, e.g., committee assignments, student activities, etc.
2. Service to the pharmacy profession, usually identified by time and effort given to local, state, regional, national, or international professional organizations
3. Election to offices, committee activities and other important service to professional organizations associations or societies, including peer reviewing and editorial work
4. Editorial board or referee for professional or scientific journals.
5. Chairing sessions at meetings without presenting
6. Giving presentations to lay groups
7. Service in civic or nonprofit health-care advisory organizations
8. The faculty member may submit letters of support from individuals both on and off campus who are familiar with the faculty member's service activities (committee chair, coordinators or chairs of meetings or activities in which the faculty member participated, etc.)
9. Consulting
 - a. Advisement of governmental agencies, industry, professional groups, or serving as an expert witness

New Appointees at Advanced Rank

Upon the recommendation of the department chair, after consultation with the departmental faculty and with concurrence of the dean, the vice chancellor for academic affairs, and the president, new appointees at the rank of associate professor, professor, distinguished professor, or university professor may be granted immediate tenure.

Early Interim Review

1. The P & T Committee will provide a confidential, nonbinding critique of a candidate's performance documentation (promotion and/or tenure) for any faculty member who has served a minimum of one and one half years in rank.
2. Since the promotion guidelines state that no certain time must elapse before eligibility for promotion, the critique is termed "Early Interim Review".
3. This process is an assessment of the faculty member by the Promotion and Tenure Committee and intended as a guide to the faculty member of their progress and suggestions on how their ultimate candidacy may be strengthened.
4. The Promotion and Tenure Committee chair will remind the faculty by January 15 of each year that the Early Interim Review portfolios are due to the Committee chair no later than March 1.
5. The Committee will offer the individual a confidential, non-binding critique of the portfolio no later than May 1.
6. A faculty member may submit up to two requests for Early Interim Review during the probationary period.