

**Western University of Health Sciences**  
**College of Pharmacy**  
*Standards for Promotion, Tenure, and Post-Tenure Review of Tenure Track Faculty*

**I.     INTRODUCTION**

This document sets forth the criteria and procedural guidelines to be used in the College of Pharmacy for: 1) the appointment of new faculty to the tenure track or with tenure, 2) interim and final reviews toward the recommendation of faculty for promotion and/or tenure, 3) post-tenure review of tenured faculty. Each of these shall be conducted in accordance with the policies of Western University of Health Sciences.

**II.    DESCRIPTION OF TENURE TRACK PROFESSIONAL DEVELOPMENT**

Full Time Tenure-Track Faculty

Full time faculty members in the College of Pharmacy may choose to follow a professional development program which leads to the attainment of a continuous appointment, or tenure. Tenure with all its attendant privileges represents the most signifi

excellence in teaching<sup>2</sup> and with high standards in scholarship and clinical/administrative service, if applicable.

C. Professor

For promotion or appointment to the rank of Professor, the faculty member will be evaluated in four areas: Teaching, clinical/administrative service, scholarship and professional service. The faculty member must meet the criteria for rank of Associate Professor, document sustained record of accomplishment in all four areas, and demonstrate excellence in teaching<sup>2</sup> and scholarship<sup>3</sup>, and with high standards in clinical/administrative service, if applicable.

In addition to fulfilling the expectations noted above with respect to teaching, scholarly activities and professional/clinical service, all appointees in the tenure-track as well as tenured faculty are expected to demonstrate professional collegiality.

IV. **POLICIES, CRITERIA AND PROCEDURAL GUIDELINES FOR 1) PROMOTION AND/OR TENURE, 2) INTERIM REVIEW, AND 3) POST-TENURE REVIEW**

Promotion and tenure are based on merit and are earned by achievement as evidenced by the faculty



merit, the faculty member may be considered for tenure or promotion with tenure again within the four-year probationary period. Thus, the maximum number of times that a faculty member may be considered for tenure or promotion with tenure is twice which must occur within the four-year probationary period.

3. Tenure-Track Associate Professor without PTRE

Associate Professor who is not granted tenure at the time of hire and has no prior tenure-relevant experience may undergo final tenure review within the typical six-year probationary period unless there has been an extension granted (Section IV.B, Policies for Exclusion of Time from Probationary Period).

*In cases of special merit*, at the request of a faculty member and with the recommendation of the Dean to the Promotion and Tenure Committee, tenure may be considered at any time prior to expiration of the full probationary period. Refer to Appendix 1 for the following discussion. Should the faculty member receive promotion without tenure, or receive neither promotion nor tenure under special merit, the faculty member may be considered for tenure again within the six-year probationary period. Thus, the maximum number of times that a faculty member may be considered for tenure is twice which must occur within the six-year probationary period. For

maximum number of times that a faculty member may be considered for tenure is twice which must occur within the six-year probationary period.

6. Tenure-Track Professor with PTRE

Professor who is not granted tenure at the time of hire but has prior tenure-relevant experience may undergo final tenure review as soon as two years but no later than four after their initial appointment to the College unless there has been an extension granted (Section IV.B, Policies for Exclusion of Time from Probationary Period).

*In cases of special merit*, at the request of a faculty member and with the recommendation of the Dean to the Promotion and Tenure Committee, tenure may be considered at any time prior to expiration of the full probationary period. Refer to Appendix 1 for the following discussion. Should the faculty member not receive tenure under special merit, the faculty member may be considered for tenure again, but only at the end of the four-year probationary period. Thus, the maximum number of times that a faculty member may be considered for tenure is twice which must occur within the four-year probationary period.

B Policies for Exclusion of Time from Probationary Period

candidate's qualifications relative to the request for promotion. Prior tenure-relevant experience granted at initial negotiation should be at least 2 years and no more than 4 years.

D. Procedural Guidelines for Promotion and/or Tenure Review

personnel file. The dossier on the Blackboard™ will be purged following the completion of the interim review.

2. Final Review

For final review, the faculty member must post a final review dossier on Blackboard™ (or other approved electronic interface) and inform the Department Chair in writing by January 7 of the assigned year. The Department Chair will inform the P&T Committee in writing to initiate the final review. Following final review, promotion and/or tenure towards a potential appointment will be effective July 1<sup>st</sup> of the same year.

The final review dossier consists of:

- 1) Current curriculum vitae in the required format as indicated in Appendix II
- 2) A personal statement
- 3) Portfolios in the areas of: teaching, clinical /administrative services; scholarship, and professional services
- 4) DOE/AFEDD of all years of employment (These documents will not be accessible by the external reviewers)
- 5) A list of 4 external peer reviewers
- 6) Do NOT include the interim review report  
(Refer to Dossier Checklist in Appendix III for content details, no hard copy is needed)

The P&T Committee will evaluate the dossier for completeness. If the dossier is deemed to be incomplete, the P&T Committee will request that the faculty candidate provide further documentation to complete the dossier. The P&T Committee will arrange access of the final review dossier and a copy of the interim report to the Associate Deans of Academic and Student Affairs and Department Chairs in the College of Pharmacy to request letters of recommendation. All Associate Professors and Professors within the respective department of the faculty candidate who are NOT members of the P&T Committee will be asked by the Chair of the P&T Committee to provide input and state whether they are in favor or not in favor of the faculty candidate's promotion and/or tenure. A summary report will be provided by the Chair of the P&T Committee to the P&T Committee. A copy of the faculty's CV and personal statement will be provided to all the Associate Professors and Professors within the respective department of the

The candidate may provide additional updated information to the Chair of the P&T Committee after the initial submission of his/her dossier prior to its final review evaluation, and recommendation. However, the acceptance of the updated information will depend on the review status at the time of submission.

For the final review, the P&T Committee will utilize the candidate's interim review report as the core document in addition to the updated information provided by the candidate in his/her CV, personal statement, and other information in the final review dossier to assess for continual growth and efforts in improvement from the interim review. In addition, all the letters of recommendation from internal and external reviewers, and the summary report reflecting the departmental faculty input and votes will be taken into consideration for the final recommendations and voting by the P&T Committee. All tenured members of the P&T Committee, except the Chair, are required to vote in favor or not in favor of the promotion and/or tenure. The Chair of the P&T Committee will only provide his/her vote should there be a tie in the voting of the committee members.

At the completion of the final review, the P&T Committee will prepare a written report, including a summary of the votes of the P&T Committee, the Committee recommendations and a basis for those recommendations. The complete dossier, including the P&T Committee written report, will be forwarded to the Dean before April 1<sup>st</sup> of the assigned year. The Dean will prepare and submit a written recommendation in addition to the P&T Committee written report, an



<b>SAP</b>	Scholarly Activity Portfolio
<b>TP</b>	Teaching Portfolio

1. Teaching

**Teaching** refers to the broad area of student-faculty interactions for educational purposes including preceptorship and other practice-related teaching.

Principal Criteria and Documentation for the Assessment of Teaching (also see Dossier Checklist in Appendix II)

<b>CRITERIA</b>	<b>DOCUMENTATION</b>
Fulfillment of didactic, experiential, clinical, residents/fellows and graduate teaching responsibilities	PS, CV, DOE, AFEDD, CSP, TP
Mastery of subject matter Effective communications	Peer evaluations, TP, LOR, PS Student and peer evaluations, StRRa40C2tns, 0 0 1 369.24

**Administrative Service** refers to the efforts devoted to administrative functions within

5. Collegiality



Appendix I. Flow-diagram for considering faculty for early promotion and/or tenure based on special merit. This diagram provides the possible results of special merit considerations and how these results impact on the final promotion

CURRICULUM VITAE

Name and Degree

**I. PERSONAL INFORMATION**

Business Address:  
Business Telephone:  
Business FAX:  
Email Address:  
Home Address: (optional)  
Home Telephone: (optional)  
Social Security Number:

**II. ACADEMIC CREDENTIALS**

Year	Degree	Institution
(Most recent first)	(Highest first)	

**III. OTHER PROFESSIONAL EXPERIENCES (Postdoctoral fellowships/residencies)**

Year	Title	Institution
(Most recent first)	(Highest first)	

**IV. LICENSURE (for registered Pharmacist)**

Year	Name of the Board of Pharmacy	RPH #
------	-------------------------------	-------

**V. BOARD CERTIFICATION**

Year	Name of Certificate/Organization	Certificate #
------	----------------------------------	---------------

**VI. ACADEMIC APPOINTMENTS AND PROMOTIONS**

Year	Title	Institution
------	-------	-------------

**VII. NON-ACADEMIC PROFESSIONAL APPOINTMENTS (Hospital/ clinical / industry/government)**

Year	Title	Institution/Organization
------	-------	--------------------------

**VIII. TEACHING ACTIVITY**

a. College

*Didactic: For each course fill out the following information*

Date	Role in course (Lecturer and/or Facilitator)	Hours Taught ( Please do not state # hours for facilitation, # hours should be identify with lectures and/or in-class teaching activities, such as case studies)	Title of course: Title of lecture
------	--	---	-----------------------------------

*Clerkship: For each rotation fill out the following information*

Date	Role (Preceptor)	# of students	Title of course ( e.g. IX, IC, AX, AC, SE, AE)
------	---------------------	---------------	--

*Preceptorship (Residents, Fellows)*

Year	Role (Preceptor)	Title of Program/Project
------	---------------------	--------------------------

b. Others

## **IX. ADVISING ACTIVITY**

*Team Mentoring*

Year	Class Year/Team name
------	----------------------

*Research Students Supervised*

Year	Name of Project ( if applicable)
------	----------------------------------

Graduate

Undergraduate

Graduate Student Committee Member

Undergraduate Student Research Supervisor

Medical Student Research Supervisor

Other

*University*

*Health Care Centers*

Professional Organizations: (year, Name of organization, Role in organization)

*Membership and Committee leadership/participation/activities*

Public Service

Consultant Activity

*Advisory Board*

*Journal Referee*

*Grant Reviewer*

*Editorial Board Member*

*Other*

## **XI. SPECIAL ASSIGNMENTS**

## **XII. HONORS**

## **XIII. INVITED PRESENTATIONS**

*Categorize as International, National, State, and Local*

<u>Date</u>	<u>Title of presentation</u>	<u>Organization/Institution</u>	<u>Location</u>	<u>Audience</u>	<u>CE units</u>
-------------	------------------------------	---------------------------------	-----------------	-----------------	-----------------

## **XIV. RESEARCH AND/OR CREATIVE PRODUCTIVITY**

Research Grant Information

"Title", Agency, PI/Co-I/etc, amount of award, approved/not approved, funded/not funded, grant award period, intramural/extramural

Publications

Published or accepted (*for each category list most recent to least recent*).

Use the following format: "All authors. Title, Journal (full name). Year, volume, page nos."

e.g.

1. Brocks DR, Wong-Beringer A. The best way to present your C.V. Journal of Displacement. 2000, 20,165-169.

*Journal articles*

- Peer reviewed
- Non-peer reviewed





## Appendix III

	<p><b>Portfolio</b></p>	<ul style="list-style-type: none"> <li>▪ Job/practice description</li> <li>▪ Service evaluations, if available</li> <li>▪ Documentations of service/projects</li> <li>▪ Letter or certification of Support and/or appreciation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clinical/administrative projects performed at clinical practice site</li> <li>▪ Committee role at practice site</li> <li>▪ Letters or certifications of support and/or appreciation from peers, collaborators, patients, etc.</li> <li>▪ Special projects, research, presentations, and honors/awards relating to clinical services</li> <li>▪ Syllabus, lecture materials, and evaluation (if available) of all educational programs provided at practice site</li> </ul>
--	-------------------------	---	---

**Administrative Service Portfolio**

Some Helpful Hints to aid faculty in setting up a dossier for review by the P&T committee.

1. Start building your dossier from the beginning; maintain copies of documentation for all professional activities, including letter of recognition from peers and patients, etc.
2. When you receive notification from the department chair that you are due for an interim review, request to set up an account from Jerry Kellogg or Frances Kolarz in Bb for posting your dossier.
3. Timelines for Promotion and/or Tenure submission from Assistant to Associate Professor are summarized below\*:

<b>Date</b>	<b>Action</b>
February of 3 <sup>th</sup> year of employment	Department Chair will notify faculty of interim review
August 1st of 4 <sup>th</sup> year of employment (Faculty members who are hired from January to June may have the option to submit interim review dossier on August of 5 <sup>th</sup> year of employment and receive final review in Spring of 7 <sup>th</sup> year)	Submission of dossier to department chair who will forward dossier to P&T Committee
January of 4 <sup>th</sup> year of employment	<ul style="list-style-type: none"> <li>▪ P&amp;T Committee completes interim review and forward recommendation to Dean.</li> <li>▪ Faculty member receives interim review report from Dean.</li> <li>▪ Faculty member may request meeting with department chair and P&amp;T committee chair to review interim report content.</li> </ul>
January of 6 <sup>th</sup> year of employment	Faculty submits final review dossier to department chair who will forward dossier to P&T Committee
Before April 1st of 6 <sup>th</sup> year of employment	<ul style="list-style-type: none"> <li>▪ P&amp;T committee forwards recommendation to Dean.</li> <li>▪ Faculty receives final review report.</li> </ul>

*Exceptions:*

- i. *Associate professor*
  - ii. *Part-time faculty*
  - iii. *Faculty who obtained prior tenure relevant experience, transferred tracks, or requested exclusion of time.*
4. Create 1 course document folder each for the following titles: Introduction (CV, Personal Statement, & DOE/AFEDD), Teaching Portfolio, Clinical Service and/or Administrative Service Portfolio, Scholarship Portfolio, and Professional Service Portfolio. Additional letters of appreciation/support that do not fit into any of the portfolios above can be placed in a separate file.
  5. Any changes/updates made to the initial dossier must be communicated to the Chair of P&T Committee via email.
  6. For final review, you need to submit a list of 4 external reviewers that you have contacted and agreed to review your dossier. The reviewers are given approximately 6 weeks to complete the review. The submission should include the name, title, qualifications, and contact information of the reviewers. A brief description of the relationship between the faculty member and each reviewer is required.

Approved by the faculty of the College of Pharmacy on October 18, 2007

Edited to comply with University Faculty Handbook December 2007.

Edited by Board of Trustees Subcommittee, February 25, 2008.

Approved by Provost, March 11, 2009

Ref: Faculty Handbook Supplement, College of Pharmacy 3-12-08

**Western University of Health Sciences**  
**College of Pharmacy**  
*Standards for Promotion and Post-Promotion Review of Non-Tenure Track Faculty*

**I. INTRODUCTION**

This document sets forth the criteria and procedural guidelines to be used in the College of Pharmacy for: 1) the appointment of new faculty to the non-tenure track, 2) interim and final reviews toward the recommendation of faculty for promotion and 3) continual review of non-tenured faculty. Each of these shall be conducted in accordance with the policies of Western University of Health Sciences.

**II. DESCRIPTION OF NON-TENURE TRACK PROFESSIONAL DEVELOPMENT**

A. Category of Non-Tenure Track Faculty

1. Voting Faculty (50% or more FTE)

Voting faculty members in the College of Pharmacy will follow a professional development program that is evaluated on a predetermined schedule for promotion and continual review, but does not lead to tenure. Non-tenure track faculty will receive one-year renewable contracts. Additionally, as a means of assuring continual growth and development, performance of non-tenure track faculty in the College of Pharmacy will be evaluated on a yearly basis via the annual faculty evaluation and development process. Requirements and procedures for continual review are outlined in section IV. Criteria and procedural guidelines for promotion and tenure of tenure track faculty are detailed in a separate College document.

2. Non-Voting Faculty (less than 50% FTE)

Non-voting faculty will follow a program for professional development with no restrictive time frame.

B. Transfer from Non-Tenure Track to Tenure Track Appointment

Faculty members who wish to transfer from a non-tenure track appointment to a tenure track



Promotion is based on merit and is earned by achievement as evidenced by the faculty member's total contribution to the overall mission of the College. The performance record of a faculty member being

Chair and the Dean. Expectations for productivity cannot be increased as a consequence of exclusion time granted under the terms of this section.

A request to exclude time for any reason will not be granted after a non-renewal notice has been issued, nor will previously approved requests to exclude time from the promotion schedule in any way limit the University's right not to renew an employment contract.

For purposes of promotion, the actual number of years of employment at this university minus the exclusion time under the terms of this rule will be considered.

C. Policies for Initial Faculty Appointments with Promotion

A candidate for a faculty position may request of the Dean a promotion in rank during initial negotiations. The request shall be forwarded to the P&T Committee for their review and recommendation prior to the completion of final negotiations. The criteria outlined in this document under Sections III & IV.E, will be used in this review process. If necessary, the Committee may request additional information beyond the candidate's CV to thoroughly evaluate the candidate's qualifications relative to the request for promotion. A maximum of 4 years of prior promotion-relevant experience (PPRE) can be granted at the initial negotiation of appointment for Assistant Professor.

D. Policies and Procedural Guidelines for Promotion Review

All faculty members being considered for promotion from Assistant Professor to Associate Professor will undergo an interim review at his/her 4<sup>th</sup> year of employment and a final review at his/her 6<sup>th</sup> year of employment, unless exclusion of time from promotion schedule has been granted. The basis for recommending promotion includes yearly review of faculty performance as provided for in the Annual Faculty Evaluation and Development Document (AFEDD), and the interim review and final review conducted by the P&T Committee. Promotion from Associate Professor to Professor is based solely on criteria and does not carry a particular time frame for consideration. An interim review will not be conducted for faculty promotion from Associate Professor to Professor. For successively higher levels of faculty rank, higher levels of achievement are expected as outlined in section III.

1. Interim Reviews

Approximately three years prior to anticipated promotion, all faculty members will be notified by the Department Chair to submit a dossier for an interim review. Faculty should consult with the Department Chair using the ***Faculty Promotion and/or Tenure Time Table*** to guide for appropriate submission schedule.

For the interim review, the faculty member must post an interim review dossier on Blackboard® and inform the Department Chair in writing by August 1<sup>st</sup> of the assigned year. The Department Chair will inform the P&T Committee in writing to initiate the interim review. A faculty member who fails to submit a complete dossier by August 31<sup>st</sup> of the assigned year without prior exemption by the Department Chair will waive their right to the interim review. The faculty member will only receive a promotion final review.

The interim review dossier consists of:

- 1) Current curriculum vitae in the required format as indicated in Appendix I
- 2) A personal statement



- 3) Portfolios in the areas of: teaching, clinical /administrative service, scholarship, and professional service
  - 4) Distribution of Effort (DOE)/Annual Faculty Evaluation and Development Document (AFEDD) of all years of employment
- (Refer to Dossier Checklist in Appendix II for content details, no hard copy is needed)

The P&T Committee will evaluate the dossier for completeness. If the dossier is deemed to be incomplete, the P&T Committee will request that the faculty candidate provide further documentation to complete the dossier. Internal and external letters of recommendation will not be required for this evaluation process.

A total of six to eight external reviewers capable of evaluating the candidate will be selected. The faculty candidate will submit at least a list of 4 potential external reviewers and the P&T Committee will develop a separate list of 4 external reviewers. Reviewers



Administrative functions may be defined as service to the College or University in a capacity that impacts the governance of the college or university. Administrative positions would include regional coordinators, directors, department chairs, assistant/associate deans and/or any new position deemed “administrative” by the Dean.

Principal Criteria and Documentation for the Assessment of Clinical Service and Administrative Service (also see Dossier Checklist in Appendix II)

<b>CRITERIA FOR CLINICAL SERVICE</b>	<b>DOCUMENTATION</b>
Contributions to the health care system <ul style="list-style-type: none"> <li>▪ Pharmacy and medical staff relationships</li> <li>▪ Practice site development</li> <li>▪ Activities that impact on patient care</li> <li>▪ Professional credibility/respect</li> <li>▪ Role model for staff and students</li> </ul>	AFEDD, LOR, CSP, PS
Formulation, implementation, and sustaining an innovative practice model or clinical service	AFEDD, CV, LOR, CSP, PS, SAP
Educational programs <ul style="list-style-type: none"> <li>▪ Precepting residents/fellows</li> <li>▪ Staff development lectures</li> <li>▪ CE programs</li> </ul>	AFEDD, CV, DOE, LOR, CSP, PS, SAP
Conduct clinical projects	AFEDD, CV, DOE, LOR, CSP, PS, SAP
<b>CRITERIA FOR ADMINISTRATIVE SERVICE</b>	<b>DOCUMENTATION</b>
<ul style="list-style-type: none"> <li>▪ Contributions to the governance of the College or the University</li> <li>▪ Responsibilities specific to the position as described in the job description</li> </ul>	AFEDD, PS, LOR, CSP, DOE, JD

3. Scholarship

**Scholarship** refers to research and other creative endeavors that are peer-reviewed and which lead to significant advances in new information and knowledge. These endeavors may be conducted in many different environments, including the research laboratory, the classroom, and the patient care setting. All non-tenure track faculty members are encouraged to participate in scholarly activities consistent with their career goals.

Principal Criteria and Documentation for the Assessment of Scholarship (also see Dossier Checklist in Appendix II)

4. Professional Service

**Professional Service** refers to the work that a faculty member performs for the College, Western University, non-Western University institutions, professional organizations, and the public.

Principal Criteria and Documentation for the Assessment of Professional Service (also see Dossier Checklist in Appendix II)

<b>CRITERIA</b>	<b>DOCUMENTATION</b>
Committee/professional organization leadership, participation, activities and policy development Primary preceptor or program director of residency/fellowship Community programs (health/science related including health fairs, professional/career development days, judging science fairs, outreach program)	CV, PS, DOE, AFEDD, PSP (plaques, certificates)

**Appendix 1. Required CV format for College of Pharmacy Faculty.**

CURRICULUM VITAE

Name and Degree

**I. PERSONAL INFORMATION**

Business Address:  
Business Telephone:  
Business FAX:  
Email Address:  
Home Address: (optional)  
Home Telephone: (optional)  
Social Security Number (optional)

**II. ACADEMIC CREDENTIALS**

Year (Most recent first)	Degree (Highest first)	Institution
--------------------------------	---------------------------	-------------

**III. OTHER PROFESSIONAL EXPERIENCES (Postdoctoral fellowships/residencies)**

a. College

*Didactic: For each course fill out the following information*

Date	Role in course (Lecturer and/or Facilitator)	Hours Taught ( Please do not state # hours for facilitation, # hours should be identify with	Title of course: Title of lecture
------	---	---	-----------------------------------

Institutional Committees: *(year, Name of Committee, Role in Committee)*

*College*

*University*

*Health Care Centers*

Professional Organizations: *(year, Name of organization, Role in organization)*

*Membership and Committee leadership/participation/activities*

Public Service

Consultant Activity

*Advisory Board*

*Journal Referee*

*Grant Reviewer*



*Journal articles*

- Peer reviewed

- Non-peer reviewed

Use the following format: "All authors. Title, Journal (full name). Year, volume, page nos."

-

Appendix II  
Dossier Checklist

√	<b>Title</b>	<b>Content Checklist</b>	<b>Content Guidelines</b>
---	--------------	--------------------------	---------------------------

	<p><b>Clinical Service Portfolio</b></p>	<p><b><u>Headings</u></b></p> <ul style="list-style-type: none"> <li>▪ Job/practice description</li> <li>▪ Service evaluations, if available</li> <li>▪ Documentations of service/projects</li> <li>▪ Letter or certification of Support and/or appreciation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Site/service evaluations, if available</li> <li>▪ Clinical/administrative projects performed at clinical practice site</li> <li>▪ Committee role at practice site</li> <li>▪ Letters or certifications of support and/or appreciation from peers, collaborators, patients, etc.</li> <li>▪ Special projects, research, presentations, and honors/awards relating to clinical services</li> <li>▪ Syllabus, lecture materials, and evaluation (if available) of all educational programs provided at practice site</li> </ul>
	<p><b>Administrative Service Portfolio</b> (For faculty with administrative title only)</p>	<p><b><u>Headings</u></b></p> <ul style="list-style-type: none"> <li>▪ Job description</li> <li>▪ Service evaluations, if applicable and/or available</li> <li>▪ Documentations of service/projects</li> <li>▪ Letter or certification of support and/or appreciation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Site/service evaluations, if applicable</li> <li>▪ Copies of administrative projects performed (e.g. CQI, policy and procedures)</li> <li>▪ Letters or certifications of support and/or appreciation</li> <li>▪ Special projects, research, presentations, and honors/awards relating to administrative services</li> </ul>

*Please remember that items listed under “Content Guidelines” are not all inclusive. If you have any additional information beyond the listed items for any category, please feel free to include them.*