Process for Tenure and Promotion Synopsis

The following is a synopsis of Collective Bargaining Agreement with respect to tenure and promotion. Complete details are contained within the Collective Bargaining Agreement. Elaborations from the Collective Bargaining Agreement are included in the synopsis.

The College of Pharmacy will abide by the process outlined in the Collective Bargaining Agreement (except for elaborations outlined below) for all tenure-track faculty regardless if they are a bargaining unit member or not.

Elaborations are automatically subjected to review as part of preparation for re-accreditation, as directed by ACPE Standard No. 26. The review will ensure alignment with the provisions of the Collective Bargaining Agreement.

Appointment

All letters of appointment must be in accordance with the terms of the Collective Bargaining Agreement.

Before a new faculty member is appointed with tenure or appointed at the Associate Professor rank or higher, the new faculty member's CV, credentials, and supporting materials are to be reviewed for comment by the applicant's Departmental Personnel Committee, applicant's Chair, and College Personnel Committee. These comments are to be presented to the Dean who will also comment and forward the materials to University administration (and, when applicable for tenure decisions, the University Committee on Academic Personnel) for final approval.

Tenure

Based on Article 8.1.1, tenure (the right of a faculty member to continuous employment by the University) is selectively awarded by the UT Board of Trustees and is “conditioned upon positive recommendation through the evaluation process described in Article 9.0. Tenure may only be terminated for just cause, through a reduction in force pursuant to Article 18.0, or by reason of retirement.”

A faculty member appointed without tenure shall serve a probationary period no longer than six years. A “year” consists of full time service for consecutive Fall and Spring semesters. The probationary period for an appointment that starts after the first day of Fall Semester will not begin until the first day of the following Fall Semester, unless noted otherwise in the initial offer of appointment.
The probationary period may be established to be less than six years when the faculty member has acceptable professional work preceding initial appointment. In such cases, a positive vote from the faculty member’s department tenured faculty is required. A written agreement that the probationary period is to be less than six years shall be executed at the time of initial appointment and signed by the member, the department chair, and dean of the college. The faculty member should be told in advance what previous experience would be accepted for tenure review.

Evaluation for tenure must take place no later than the final year (generally year 6) of the probationary period. If granted, tenure becomes effective with the beginning of the next academic year (generally year 7). If tenure is not granted, the faculty member has a terminal appointment during the subsequent year (generally year 7) and shall not be eligible for a future consideration of tenure.

A faculty member may request to be reviewed for tenure at any time during the probationary period. A faculty member may be reviewed for tenure prior to the final probationary year only once.* If a faculty member is denied tenure during an early tenure review, this shall not lead to terminal appointment nor should it prejudge the member with respect to being suitable for tenure during the tenure review that occurs in year 6.

* A faculty member will be considered to have been “reviewed for tenure” when the faculty member’s dossier has been passed on to the University Committee on Academic Personnel.

Scholarly or professional leaves of one year or less shall count towards the probationary period unless the member and the Dean of the college agree in writing to an exception. A copy of this agreement should be forwarded to the Provost.

Extended sick leaves (> 30 days) shall NOT count towards the probationary period unless the member and the dean of the college agree in writing to an exception. A copy of this agreement should be forwarded to the Provost.

To receive tenure, the faculty member must be an Associate or Professor or be recommended at the same time to the Board of Trustees for promotion to the rank of Associate or Professor and show promise of continued excellence of performance and continued professional growth.

**Promotion**

Promotion is selectively awarded by the UT Board of Trustees and is “conditioned upon positive recommendation through the evaluation process described in Article 9.0. All promotions shall become effective with the beginning of the next academic year.”

The minimum criteria for academic ranks are summarized below. These criteria may be waived by the President upon recommendation of the faculty member’s department, faculty member’s Dean, and Provost.

**Instructor**

Master’s degree; and ability to be a teacher
**Assistant Professor**
Earned terminal degree; ability to be a teacher; able to perform research; and garner support for scholarly and professional activities.

**Associate Professor**
Earned terminal degree; record as a successful teacher; record of productive scholarship or other creative work; record of support for scholarly and professional activities; developing a national reputation; and good potential for ultimately attaining rank of Professor.

**Professor**
Earned terminal degree; record as a successful teacher; continuing productive scholarship or other creative work; record of sustained support for scholarly and professional activities; established national and/or international reputation; and distinct contributions to the field, the profession, or the University.

**Evaluation Process**
Starting in probationary year 1, all non-tenured tenure-track faculty members are to be evaluated on their progress towards tenure annually. Evaluating committees/individuals are to prepare an annual review summarizing the faculty member's progress, or lack of it, towards tenure and, when applicable, promotion to Associate Professor according to procedures established by the Collective Bargaining Agreement. Details of procedure are discussed in Articles 8.0 and 9.0 of the Collective Bargaining Agreement. In order to be evaluated the faculty member must prepare a dossier that, at minimum, contains material required by Article 9.2.3.2 of the Collective Bargaining Agreement. The faculty member also is encouraged to supply additional materials described in the *Dossier* section available below.

The evaluation areas consist of: 1) Teaching, 2) Professional Activity; and, 3) Service.
The minimum and maximum annual percent efforts for each area of responsibility are outlined below*:

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<th>Responsibility</th>
<th>Minimum</th>
<th>Maximum</th>
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<tr>
<td>Teaching</td>
<td>35%</td>
<td>70%</td>
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<tr>
<td>Professional activity</td>
<td>20%</td>
<td>55%</td>
</tr>
<tr>
<td>Service</td>
<td>10%</td>
<td>30%</td>
</tr>
</tbody>
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*Variances to these percent efforts may be permitted when procedures outlined in the collective bargaining agreement are performed. Administrative duties, as outlined in the collective bargaining agreement, are to be evaluated by an administrative supervisor separately from the department personnel committee.

The following is a summary of items, based on the collective bargaining agreement that a faculty member is encouraged to provide to evaluators within the dossier. The Collective Bargaining Agreement contains a more detailed listing.
**Teaching**

Teaching faculty shall be responsible to provide evidence of teaching effectiveness, commitment to appropriate and productive pedagogical methods, advising of students, development of curriculum, preparation of curricular materials and publication of curricular materials, coordination of part-time faculty and graduate assistants, and through the supervision of independent student work such as long projects, independent studies, masters theses or projects and doctoral dissertations.

To aid in the evaluation of teaching, members are encouraged to provide a summary of teaching responsibilities and representative teaching syllabi, outlines, notes, completed student coursework, and examinations; self-evaluations; student evaluations; documentation of effective instruction of undergraduate and graduate students, residents, and post-doctoral fellows; teaching portfolio; and other materials which reflect the members’ ability to teach successfully. Evaluators are permitted to make classroom visits to evaluate the members’ teaching. Members are encouraged to provide evidence of successful teaching contributions and document progress or improvement in instructional activities.

**Professional Activity**

Members shall be responsible for their own professional activity and demonstrating its impact on the members’ discipline or areas of specialization.

To aid in the evaluation of professional activity, members are encouraged to provide a summary of grants submitted, grants funded, refereed manuscripts published, non-refereed manuscripts published, abstract published, podium presentations, poster presentations, books and/or book chapters published, clinical practice, copyrights, patents, participation in accreditation activities and research activities. The member is encouraged to provide evidence documenting the items outlined in the professional activity summary. Members are encouraged to provide evidence of recognition of successful professional activity contributions.*

*For faculty members with patient care-related responsibilities, see *Documentation of Patient Care-Related Professional Activity* on the next page for details on providing evidence of recognition of successful professional activity contributions.

**Service**

To aid in the evaluation of service, members are to provide a summary of department, College, and University committees that they are appointed/elected to and outline unique contributions that they have made to the committees. Members should also list student organizations that they advise. Members are also encouraged to provide a summary of community, state, regional, and national committees/organizations that they are appointed/elected to and outline unique contributions that they have made to the committees/organizations. Members are encouraged to provide evidence of serving as a referee for publications, meetings, or granting agency. Members are encouraged to provide evidence of recognition of successful contributions to service.
When a member is being evaluated, the order of the evaluation process is the following*:

*Department Personnel Committee (DPC)

*Department Chair

*College Personnel Committee (CPC)

*Dean

*University Committee on Academic Personnel

*Provost

*President

**Documentation of Patient Care-Related Professional Activity**

Faculty who wish to have their patient care-related activity evaluated as professional activity are expected to independently maintain and function within a clinical practice site.

Patient care-related activity should be clearly documented. Activities should be goal-oriented and performed at a level beyond rudimentary functioning. Examples of activities and/or documentation that evaluation committees should find acceptable to use in order to evaluate a faculty member’s patient care-related activities include:

1) Patient care therapeutic interventions. Faculty should provide objective evidence of how their presence significantly impacted patient care. Examples of patient care therapeutic interventions include:
   
   a. Prevention of a significant/life-threatening medical errors
   b. Prevention or treatment of significant adverse drug reactions
   c. Management of drug interactions
   d. Pharmacokinetic consultations
   e. Management of enteral and parenteral nutrition regimens
   f. Significant adjustments in medication regimens

Although a complete record of all patient care activities may be available (e.g. through a retrievable database), such information would be excessive for the purpose of promotion and tenure review. Faculty should provide evidence documenting only significant interventions in patient care consistent with advanced clinical practice.

2) Individual patient interactions. Effort in this area should occur routinely and outcomes should be clearly documented. Examples of individual patient interactions include:
a. Obtaining admission medication histories  
b. Interviewing patients during their course of hospitalization or clinic/office visit  
c. Counseling patients upon their discharge  

As in #1 above, faculty are encouraged to focus on significant interactions consistent with advanced clinical practice.

3) Invited presentations within the faculty member’s assigned health care/education system. Documentation should include the announcement, relevant handouts, and evaluations, as well as a listing of who the audience was. Examples of such presentations include:

   a. Grand Rounds and other medical conferences  
   b. Lectures to medical or allied health students  
   c. Pharmacy continuing education programs  
   d. Nursing in-services  
   e. Board reviews  

4) Evaluation letters from Director of Pharmacy, head of the medical/surgical discipline, and/or other administrators from medical/allied health fields that comment on the faculty member’s clinical practice and how it is of benefit to the assigned health care/education system.

5) Significant efforts in education outside routine day-to-day individual patient care. Documentation should include the announcement, relevant handouts, and evaluations, as well as a listing of who the audience was. Examples of such efforts include:

   a. Brown bag sessions  
   b. Presentations to community groups  
   c. Presentations to patient groups affiliated with the practice site.

6) Evidence that you initiated and/or participated in the establishment of a medical practice standard or procedure at the institution that impacts the pharmacotherapeutic care of patients.

7) Active member of hospital committees, task forces, and/or other working groups.
   a. The faculty member’s specific role within the group, as well as a listing of activities/projects completed should be documented.  
   b. Work done within these groups should be goal-oriented with identifiable outcomes.

8) Research that is of benefit to the medical center (such as epidemiologic research or drug use evaluation), as long as the goal is clear, the outcome can be measured, and the work is disseminated into clinical practice.

9) Appointment and promotion at the faculty’s assigned health care/education system.
Patient care activities of students, residents, and other post-doctoral trainees under the direct supervision of the faculty member may be acknowledged but must meet the rigor of the standards described above and be supervised by the faculty member. Such activities need to be documented as being performed by students, residents, or other post-doctoral trainee.

**Order of Evaluation Process**

A member has a period of five days to review the evaluation provided by a committee/evaluator before the evaluation is passed on to the next higher ranked committee/evaluator.

When the DPC, Chair, or Dean finds the member’s progress towards tenure unsatisfactory, they shall include a recommendation of steps that the member should take to correct deficiencies.

*During a faculty member’s first and second probationary years, only the Department Personnel Committee, Department Chair, and Dean evaluate the faculty member.*

Tenured members below the rank of Professor shall be considered for promotion not less than once every five years. All tenured faculty members shall receive a professional assessment every five years.

**Dossier**

To be evaluated for promotion and/or tenure, members are to provide a dossier. The dossier should include items described in Article 9.2.3.2. in the Collective Bargaining Agreement. In addition, the member is also encouraged to provide materials that are additionally suggested above in the *Evaluation Process*.

The following is a listing of items that should be included in the dossier. The Collective Bargaining Agreement and the Evaluation Process section may contain additional required materials.

a) Offer of appointment letter  
b) Table of contents  
c) Curriculum vitae  
d) Annual reports (The annual report (ARPA) year shall run from August 15th of one year to August 14th of the next year.  
e) Annual reviews  
f) Merit Evaluations  
g) Materials to document effective teaching 1) Narrative of teaching philosophy and accomplishments, including specific innovations and other efforts to enhance teaching  
2) Copies of course syllabi, notes, and/or workbooks  
3) Summaries of teaching evaluations and comments for all courses taught  
4) Copies of seminar presentation evaluations
h) Materials to document productive professional activity
   1) Overview of research, scholarly efforts, and other professional activities
   2) Copies of published manuscripts (reprints are preferred)
   3) Copies of accepted manuscripts
   4) Copies of submitted manuscripts
   5) Copies of funded grants*
   6) Copies of submitted grants*
   7) Copies of graduate student theses
   8) Research in progress
   9) Documentation of an effective clinical practice
  10) Documentation of creative activity, patents, etc.

i) Materials to document the provision of service

j) Materials to document distinct contributions to the field, profession, or University

k) Copies of the approved College and Departmental elaborations and documentation as required by applicable elaborations

*For grants, the faculty member’s status (PI, Co-PI, Co) is to be identified along with the state of submission, funding agency, amount requested, status (pending, funded, or denied), and amount funded (when funded). Faculty contributions to collaborative research projects are valued. Faculty are encouraged to delineate their roles in such projects, particularly to help establish a record of sustained funding for research.

When a dossier is being used for promotion and/or tenure evaluation, it should also include a self-narrative/assessment prepared by the faculty member as well as external reviews (that are described in detail in Special Considerations for Faculty Members Who are Pursuing Tenure and/or Promotion) inserted at the beginning of the dossier.

Special Considerations for Faculty Members Pursuing Tenure and/or Promotion

When a faculty member is evaluated for tenure and/or promotion, a self-narrative/appraisal is to be prepared and included in the dossier.

When a faculty member is evaluated for tenure and/or promotion, external peer-review is needed. External review consists of soliciting appropriate individuals outside the University to review the faculty member’s CV and self-narrative/assessment in order to evaluate the worthiness* of the applicant to receive tenure and/or promotion.

External review is to consist of a minimum of three individuals who are faculty members outside the University who have tenure and/or rank at least as equivalent to what the member is pursuing and are familiar with the faculty member’s teaching, professional activity, and/or service to his/her specialty and are capable of judging the faculty members worthiness* to receive tenure and/or promotion. An additional review from a non-academic in the faculty member’s specialty that can provide comment on the member’s professional contributions to society is also permitted.
The Department Chair, in collaboration with the faculty member, is to identify appropriate external reviewers and solicit their critique. In order for the initial evaluation body to review the external reviews, solicitations for external reviews should be made by July 1 of the academic year that a member is to be evaluated. This means that the member will need to have prepared a CV and self-narrative/assessment prior to this date.

*According to the Collective Bargaining Agreement and The University of Toledo College of Pharmacy:

- A faculty member is *worthy* of receiving *tenure* when he/she can demonstrate promise of continued excellence of performance and continued professional growth.

- A faculty member is *worthy* of becoming *Associate Professor* when he/she has a record of successful teaching, a record of productive scholarship or other creative work, has a record of support of scholarly activities, is developing a national reputation, and has good potential for ultimately attaining rank of Professor.

- A faculty member is *worthy* of becoming *Professor* when he/she has a record of successful teaching, continuing productive scholarship or other creative work, has a record of sustained support for scholarly activities, has established a national and/or international reputation, and has made distinct contributions to the field, the profession, or the University.

**Curriculum Vitae**

During the annual review process and during consideration for tenure and/or promotion, the faculty member is to include a CV in the dossier. The CV is to include:

1. **Basic information**
   a. Candidate's name
   b. University title
   c. Department affiliation
   d. College affiliation
2. **Education and Training**
   a. Highest degree, year, and institution
   b. Other degrees, years, and institutions
   c. Other education and/or training
3. **Previous Employment**
   a. Institution(s)/Company(ies) and year(s)
4. **Teaching**
   a. Courses taught (including title, course number, credit hours, contact hours, and approximate enrollment)
   b. Other teaching responsibilities such as:
      1) Formal academic advising of majors, honors, or graduate students
2) Evaluation of papers prepared in writing-intensive courses  
3) Evaluation of performance and/or preparations in laboratory courses  
4) Evaluation of preparations and/or design in project-oriented courses  
5) Precepting of students at external sites  
6) Evaluation of performance in performance-oriented and/or seminar courses  
7) Individual work with graduate students, postdoctoral fellows, and residents (including names and date of graduation)  
   1) Supervision of theses, dissertations, internships, clerkships, etc.  
   2) Participation on thesis and/or examination committees  
8) Development of coursework  
9) Management of team-taught courses  

5. Professional Activity  
   a. Summary of research and/or clinical practice  
   b. Listing of standard publications (a full citation is required)  
      1) Refereed publications  
      2) Published abstracts (that have not resulted in a refereed publication)  
      3) Professional publications  
      4) Books and/or book chapters  
      5) Other published materials  
   c. Listing of podium presentations (a full citation is required)  
   d. Listing of poster presentations (a full citation is required)  
   e. Listing of grants and/or contracts (full description and applicant's role in the grant is required)  
      1) Funded  
      2) Submitted and pending  
      3) Denied  
   f. Professional presentations  
   g. Listing of creative works (e.g., computer software, patents, etc.)  

6. Service  
   a. Listing of: (indicate office/position held & dates, if applicable)  
      1) University committees  
      2) College committees  
      3) Department committees  
      4) Sub-department committees  
      5) Professional organization committees  
      6) Local, regional, state, or national committees, commissions, boards, study panels, etc.  
      7) Editorial, advisory, peer review, and/or journal referee functions  
      8) Pro bono consulting  
      9) Private professional consulting  
     10) Civic and community service  

7. Additional Recognitions  
   a. Listing of professional organization membership  
   b. Listing of special recognitions, honors, citations, and/or awards from professional organizations
c. Listing of special recognitions, honors, citations, and/or awards from University, College, or Department

d. Listing of membership into select organizations

e. Other distinctions

**Annual Report**

To assist individuals and personnel committees responsible for reviewing the credentials of members being evaluated for merit and promotion, members are required to prepare annual utilizing the template attached as Appendix A.
APPENDIX A

ANNUAL REPORT

The following is a listing of items that should be included in the annual report. It should be divided into three sections, Teaching, Professional Activity, and Service. The following defines into which section each piece of information should be listed. Please use your secretary to prepare the Annual Report for consistency.

Name and Degree

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Professional Licensure

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Support Staff

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I. **Teaching** (percentage effort)

A. Courses Taught (indicate coordination responsibilities and include IPPE and APPE experiential instruction)

<table>
<thead>
<tr>
<th>Course Number</th>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Sem</th>
<th>Number of Students</th>
<th>Conference Hours</th>
<th>Lecture Hours</th>
<th>Workshop Hours</th>
<th>Lab Hours</th>
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B. Course Development/Revision

1. 
2. 

C. Additional Instructional Activity (include resident/fellow/graduate student instruction outside of coursework)

1. 
2. 


D. Independent Student or Resident Projects
   1. 
   2. 

E. Graduate Thesis Committees (indicate role on committee)
   1. 
   2. 

F. Resident Interaction (advising, instruction, projects)
   1. 
   2. 

G. Student Advising (note actual advising activity)
   1. 
   2. 

H. Maintenance of Knowledge and Expertise in Area of Specialization (List examples, such as continuing education program, date, CEU; include newly received certification or other credentials)
   1. 
   2. 

I. Honors and Awards Related to Teaching/Instruction
   1. 
   2. 

J. Narrative (provide evidence of instructional effectiveness and continuous quality improvement)

II. Professional Activity (percentage effort)

A. Publications (published articles, books, book chapters, editorials, editorships, conference proceedings, etc.; include date of submission and publication; and indicate peer reviewed status)
   1. 
   2. 

B. Pending Publications (submitted articles, books, book chapters, editorials, editorships, conference proceedings, etc.; include date of submission; and indicate peer reviewed status)
   1. 
   2. 

C. Abstracts, Posters, Platform Presentations (include date presented, venue, and location; do not list published abstracts as publications)
   1. 
   2.
D. Grants Awarded (include granting agency, award amount, date of award, length of grant, role on grant, and expected date of completion)
   1.
   2.

E. Grants Pending (include granting agency, award amount, date of award disposition, length of grant, role on grant)
   1.
   2.

F. Grants Not Funded (include granting agency, award amount, date of award disposition, role on grant)
   1.
   2.

G. On-going Research (in progress)
   1.
   2.

H. Patents (include date of patent, role on application)
   1.
   2.

I. Patient Care Activities
   • Describe patient care activities
   • Provide documentation of effectiveness (interventions, interactions, letters of support from colleagues, and presentations/educational activities)
   1.
   2.

J. Honors and Awards Related to Professional Activity
   1.
   2.

K. Narrative (use as needed to augment evidence of professional activity listed above)

III. Service (percentage effort)

   A. University Committees (include description of role on committee and committee activities)
      1.
      2.

   B. College Committees (include description of role on committee and committee activities)
      1.
      2.
C. Department Committees (include description of role on committee and committee activities)
   1. 
   2. 

D. Medical Center Committees (include description of role on committee and committee activities)
   1. 
   2. 

E. Professional Organizations Committees or Offices Held (include description of role on committee and committee activities)
   1. 
   2. 

F. Advisor or Mentor for Student Organizations
   1. 
   2. 

G. Coordination of Meetings, Workshops, Symposia, or Seminars (include role in the program and the date of the program)
   1. 
   2. 

H. Peer Review Participation (include periodicals for which you acted as a referee and the number of manuscripts reviewed, conferences for which you reviewed abstracts or submissions, and any other reviewer/referee activities)
   1. 
   2. 

I. Other Unpaid Professional Consulting
   1. 
   2. 

J. Honors and Awards Related to Service
   1. 
   2. 

K. University, College, Department or Professional Organization Attendance/Activities
   1. 
   2. 

L. Presentations at Professional Meetings
   1. 
   2. 

IV. Administrative Activities (percentage effort)