GUIDELINES FOR APPOINTMENT, REAPPOINTMENT AND PROMOTION FOR NON-TENURE TRACK FACULTY OF THE COLLEGE OF PHARMACY, UNIVERSITY OF HOUSTON

Introductory Statement: This document outlines the expectations and standards that will be used by the University of Houston College of Pharmacy to evaluate whether candidates meet the criteria for appointment, reappointment and promotion of non-tenure faculty at University of Houston College of Pharmacy. Recommendations contained in this document should be considered in conjunction with criteria and standards for promotion stated in the most recent edition of the Faculty Handbook and Promotion Guidelines of the University of Houston which are located on the University of Houston website www.uh.edu. Special attention should be given to various deadlines that are indicated in the University guidelines as these dates may vary from year to year. Candidates are strongly advised to consult with the departmental chairperson and/or the chairperson of the College Promotion Committee before proceeding with the application.

The success and reputation of The University of Houston College of Pharmacy is highly dependent upon the talents of the faculty and how effectively those talents are brought together to accomplish the missions of the Departments, the College and the University. To achieve and maintain high quality, a comprehensive faculty evaluation system is essential. Promotion requires that faculty members have made high quality contributions to knowledge as a result of their teaching scholarship and service. This document discusses a performance evaluation system for promotion which, when properly administered, will encourage the professional growth of individual faculty members and assure retention of those faculty members who demonstrate a high level of quality in their work.

For purposes of this document and the processes it governs, proficiency is defined as: well advanced, possessing a thorough competence derived from training and practice. Excellence, a higher order of achievement, is defined as: extraordinary proficiency characterized by superior competence derived from training, practice, and an extraordinary knowledge base.

Types of Appointments:
1. Clinical Assistant Professor
2. Clinical Associate Professor
3. Clinical Professor
4. Research Assistant Professor
5. Research Associate Professor
6. Research Professor

Standards for Initial Appointment:

Clinical Assistant Professor
- Appointment to the rank of Clinical Assistant Professor should be based upon potential for further accomplishments in teaching, service and scholarship.
- The candidate should have one or more years of training and/or experience post Pharm.D., Ph.D. or equivalent professional degree or practice experience. The Dean,
upon recommendation by the Department, may grant exceptions to the guidelines’ requirement for degree and specific experience.

- Additionally, there should be a clear indication that the individual has the aptitudes for the successful performance of the professional responsibilities assigned to him/her and the potential for significant growth in teaching and student learning; research, scholarship, and other creative productivity; and service, which shall eventually qualify him/her for the rank of Clinical Associate Professor.

**Clinical Associate Professor**

- Appointment to the rank of Clinical Associate Professor is based upon documented performance, as well as the potential for further development in teaching, service and scholarship.
- The candidate should have five or more years of experience post Pharm.D., Ph.D. or equivalent professional degree or practice experience. The Dean, upon recommendation by the Department, may grant exceptions to the guidelines’ requirement for degree and specific experience.
- The individual should have demonstrated evidence of teaching and student learning; research, scholarship, and other creative productivity; and service.
- The candidate should be recognized for his/her accomplishments at the state, or national level.

**Clinical Professor**

- Appointment to the rank of Clinical Professor is the highest academic rank and, as such, implies that the individual is recognized by peers in his/her profession as an accomplished individual in the field of specialization, and by associates and students as a competent teacher and independent scholar.
- The candidate should have ten or more years experience post Pharm.D., Ph.D. or equivalent professional degree or practice experience. The Dean, upon recommendation by the Department, may grant exceptions to the guidelines’ requirement for degree and specific experience.
- The individual should have demonstrated high skill levels in teaching and student learning; research, scholarship, and other creative productivity; and service. It is expected that he/she shall have demonstrated excellence in one of the major criteria areas, and that he/she shall demonstrate proficiency in the other areas.
- The candidate shall be recognized for his/her accomplishments at the national or international level.

**Research Faculty**

All full time, non-tenured track faculty members whose major responsibilities involve research shall hold the title of Research Assistant Professor, Research Associate Professor or Research Professor depending on the qualifications of the individual. Although such individuals may have some negotiated responsibilities in the area of teaching and/or service, this title series is reserved for those individuals who are appointed essentially as full time researchers.

**Research Assistant Professor**

- Appointment to the rank of Research Assistant Professor should be based upon potential for further development in research.
• The candidate should have one or more years of training and/or experience post PhD, DVM, MD, PharmD or equivalent degree with appropriate research experience. The Dean, upon recommendation by the Department, may grant exceptions to the guidelines’ requirement for degree and specific experience.

• Additionally, there should be a clear indication that the individual has the aptitudes for the successful performance of the professional responsibilities assigned to him/her and the potential for significant growth in research, scholarship, and/or other creative productivity which shall eventually qualify him/her for the rank of Research Associate Professor.

Research Associate Professor

• Appointment to the rank of Research Associate Professor is based upon documented performance, as well as the potential for further development in research.

• The candidate should have five or more years of experience post PhD, DVM, MD, Pharm.D. or equivalent degree with appropriate research experience. The Dean, upon recommendation by the Department, may grant exceptions to the guidelines’ requirement for degree and specific experience.

• The individual should have demonstrated evidence of research, scholarship, and/or other creative productivity.

• The candidate should be recognized for his/her accomplishments at the state, or national level.

Research Professor

• Appointment to the rank of Research Professor is the highest academic rank and, as such, implies that the individual is recognized by peers in his/her profession as an accomplished individual in the field of specialization, and by associates and students as a competent researcher.

• The candidate should have ten or more years experience post PhD, DVM, MD, Pharm.D. or equivalent degree with appropriate research experience. The Dean, upon recommendation by the Department, may grant exceptions to the guidelines’ requirement for degree and specific experience.

• The individual should have demonstrated high skill levels in research, scholarship, and/or other creative productivity. It is expected that he/she shall have demonstrated excellence in research.

• The candidate shall be recognized for his/her accomplishments at the national or international level.

Annual Evaluation:

The department chairperson shall review non-tenure track faculty members annually. The faculty members shall be advised, in writing, of the outcome of the review. More frequent reviews may be conducted if the situation dictates. Termination of faculty appointments may result from any of these reviews.
Promotion

Clinical Track

Non-tenure track faculty seeking promotion in clinical track positions may have teaching and student learning; research, scholarship, and other creative productivity; and service responsibilities. Documentation of these responsibilities will be in accordance with the University’s Promotion and Tenure Guidelines.

It is expected that those Faculty seeking promotion, will have demonstrated abilities in these major criteria areas:

- **Teaching and student learning (teaching)** which includes didactic and/or experiential teaching within the classroom, laboratory, and/or institutional setting.

- **Research, scholarship and other creative productivity (scholarship)**, which is a potential area of excellence. A faculty member applying for promotion should have demonstrated excellence within a defined scholarship area. This will include, but is not limited to, a high knowledge within the scholarship area demonstrated by teaching of students in the subject area, commitment to service within the scholarship area, and publications and research within the scholarship area.

- **Service**, which are areas of relevance to Departmental faculty. Promotion for non-tenure faculty is not awarded based on service alone. Pharmacy practice activities, which include patient care activities and/or service management, are considered service activities. Faculty, whose primary role is administrative within the College, must demonstrate excellence in administrative service.

Criteria for Promotion

**Clinical Associate Professor**

- Promotion to the rank of Clinical Associate Professor is based upon documented performance, as well as the potential for future contributions to the mission of the College and University.
- The candidate should have five or more years of experience as a Clinical Assistant Professor. The Dean, upon recommendation by the Department, may grant exceptions to the guidelines’ requirement for specific experience.
- The individual should have demonstrated proficiency of teaching and student learning; research, scholarship, and other creative productivity; and service.
- The candidate should be recognized for his/her accomplishments at the state, or national level.

**Clinical Professor**

- Promotion to the rank of Clinical Professor is the highest academic rank and, as such, implies that the individual is recognized by peers in his/her profession as an accomplished individual in the field of specialization, and by associates and students as a competent teacher and independent scholar.
- The candidate should have five or more years of experience as a Clinical Associate
Professor. The Dean, upon recommendation by the Department, may grant exceptions to the guidelines’ requirement for specific experience.

- The individual shall have demonstrated excellence in one of the major criteria areas, and he/she shall have demonstrated proficiency in all areas.
- The candidate shall be recognized for his/her accomplishments at the national or international level.

Research Track

Non-tenure track faculty seeking promotion in research track positions must demonstrate excellence in research, scholarship, and other creative productivity as evidenced by extramural support for research and publications. Since these faculties generally work with a tenured faculty member, they may have limited teaching and service responsibilities. Promotion within the research ranks is contingent on documentation of number/quality of peer reviewed publications, PI or co-PI grants and invited presentations or lectures.

Criteria for Promotion

Research Associate Professor

- Promotion to the rank of Research Associate Professor is based upon documented performance, as well as the potential for future contributions to the mission of the College and the University.
- The candidate should have five or more years of experience as a Research Assistant Professor. The Dean, upon recommendation by the Department, may grant exceptions to the guidelines’ requirement for specific experience.
- The individual should be growing professionally and have demonstrated evidence of research, scholarship, and other creative productivity and in any other assigned areas such as teaching/student learning and service.
- The candidate should be recognized for his/her accomplishments at the state, or national level.

Research Professor

- Promotion to the rank of Research Professor is the highest academic rank and, as such, implies that the individual is recognized by peers in his/her profession as an accomplished individual in the field of specialization, and by associates and students as a competent teacher and independent scholar.
- The candidate should have five or more years of experience as a Research Associate Professor. The Dean, upon recommendation by the Department, may grant exceptions to the guidelines’ requirement for specific experience.
- The individual should have demonstrated excellence in research, scholarship, and other creative productivity. The candidate should have demonstrated proficiency in other assigned areas, such as teaching/student learning and service. The candidate shall be recognized for his/her accomplishments at the national or international level.

Denial of Promotion

Denial of promotion is not a cause for termination of the faculty appointment; however, the faculty member may not re-apply for promotion for a period of one year.
## Appendix 1 – Promotion Review Schedule

<table>
<thead>
<tr>
<th>Action</th>
<th>Date to be Completed By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidate notifies Chair of desire to go up for promotion</td>
<td>May 1</td>
</tr>
<tr>
<td>Dean submits name of promotion candidate to provost office</td>
<td>Middle of May*</td>
</tr>
<tr>
<td>Faculty member submits, electronically, to the chair, CV and</td>
<td>First part of June*</td>
</tr>
<tr>
<td>representative works for external review</td>
<td></td>
</tr>
<tr>
<td>Chairs request external reviews</td>
<td>End of June*</td>
</tr>
<tr>
<td>Candidates submit electronically portfolios dossiers for on-campus</td>
<td>First part of August*</td>
</tr>
<tr>
<td>review along with departmental and college policies</td>
<td></td>
</tr>
<tr>
<td>Department Chair reviews portfolios dossier and writes letter of</td>
<td>Last part of August*</td>
</tr>
<tr>
<td>support; if Chair recommends a negative decision, offer the candidate</td>
<td></td>
</tr>
<tr>
<td>the opportunity for reconsideration</td>
<td></td>
</tr>
<tr>
<td>College committee completes reviews; candidates and Department Chair</td>
<td>Middle of November*</td>
</tr>
<tr>
<td>are notified of decisions; recommendations are forwarded to Dean</td>
<td></td>
</tr>
<tr>
<td>If the College committee recommends a negative decision, offer the</td>
<td>Prior to Middle of November*</td>
</tr>
<tr>
<td>candidate the opportunity for reconsideration</td>
<td></td>
</tr>
<tr>
<td>Dean completes review; candidates, Department Chair, and College</td>
<td>Last day of fall semester*</td>
</tr>
<tr>
<td>Committees are notified of decision; Dean submits promotion</td>
<td></td>
</tr>
<tr>
<td>recommendations to the Office of the Provost</td>
<td></td>
</tr>
<tr>
<td>Promotion becomes effective</td>
<td>September 1&lt;sup&gt;st&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

* See University of Houston Promotion and Tenure Guidelines for official dates of completion

## Appendix 2 – External Reviewers

The Chair, with input from the candidate, will submit to the College Promotion and Tenure (P&T) Committee the names of 6-10 peers, appropriate to the discipline, who may serve as external reviewers. The external reviewers should be academicians at other colleges/universities of pharmacy from around the country who are at the Associate level or higher in academic rank (either clinical track or tenure track). The list should contain the names, addresses, e-mail addresses, telephone and fax numbers of the potential external reviewers who are deemed capable of performing an unbiased evaluation of the credentials of the candidate. The Promotion Committee will select 5-8 reviewers from the list and reserve the right to solicit additional external reviewer names if necessary.

The department chair is responsible for requesting external review letters for the promotion candidates. The file must contain a minimum of 3 letters and no more than 6 letters from external reviewers, however, all letters received in response to a department’s request must be included in the candidate’s file. External reviewers must be scholars who are not former collaborators, mentors, or friends of the candidate. The file must contain one sample copy of the request letters to reviewers, a one paragraph description of the qualifications of each external reviewer with the relation to the candidate clearly stated.
In requesting evaluations, the chair should summarize the department responsibilities and faculty expectations within the department. In addition, the following questions should be asked:

- Does the candidate’s work, taken as a whole, constitute a significant contribution to the discipline?

- What is your assessment of the candidate’s contributions in the areas of teaching, service and scholarship or other creative productivity?

- Is the candidate’s teaching, service or creative productivity likely to be known and respected by leaders in the field?

- What is the nature of your professional contact with, and knowledge of, the candidate?

- Does the reviewer recommend promotion?

While evaluating, the reviewer should bear in mind the “non-tenure-track nature” of the positions.

**Appendix 3 – Department Chair’s Responsibility**

The department chair is responsible for writing a separate letter stating their own evaluation of the candidate. The letter from the department chair should address the strength and weaknesses of the candidate. Letters containing negative recommendations should explain reasons and specify areas of weaknesses that justify the negative recommendation. Justification for each recommendation should be clearly and fully stated. Moreover, justifications should address the merits of each individual case and should not be mere summaries or restatements of earlier assessments.

**Appendix 4- Candidate’s Portfolio**

The candidate should submit electronic portfolio arranged in the following order:

- **Face sheet** – this form should be prepared by the candidate’s department chair or dean and accompany each set of materials sent forward

- **Candidate statement** – brief (no more than 3 pages) statement including academic career goals, teaching philosophy, accomplishments, and directions for future work. The candidate may describe how all facets of his/her career from an integrated, successful profile or the candidate may identify achievements in the areas of teaching, scholarship or creative productivity and service separately.

- **Curriculum Vitae** – The candidate should include a traditional vita with the following categories and corresponding corroboration of the information: a) Teaching and student learning  b) Research, scholarship and other creative productivity  c) Service

- **Evidence of teaching and student learning:**
1. Teaching evaluations
   a. Summary table of student evaluations with comparative data in table format (see appendix 5)
   b. Teaching evaluation procedures/questionnaire
   c. Written comments from evaluations
   d. Peer teaching evaluations

2. Comments on teaching from both current and/or former students, residents, fellows, graduate students, etc
   a. Letters and or cards

3. Development of courses, curriculum and instructional methods, revision of courses
   a. Example syllabi
   b. Descriptions of course uniqueness
   c. Examples of leadership with faculty for curriculum development
   d. Consultation from outside UHCOP facilities on curriculum, classes, replication of courses, etc.

4. Evidence of Student Learning
   a. Student achievements directly related teaching
   b. Letters from community members who have benefited from student projects
   c. Student publications resulting from faculty mentorship

5. Outside Teaching
   a. Special teaching activities outside of UHCOP, such as special lectureships, panel presentations, seminars, etc
   b. Membership on accreditation teams and special commissions
   c. Joint appointments with other academic units

6. Publications Related to teaching
   a. Textbooks
   b. Articles

7. Grants related to teaching
   a. Including doctorate students, graduate students, resident, fellow, etc.

8. External offices/committees associated with teaching

9. Education of other healthcare students/residents
   a. UH academic certificate participation
   b. Evaluations from these sources
   c. Accomplishments of former residents
   d. Independent studies with students
10. Resident/student awards and/or presentations associated with teaching

11. Personal awards associated with teaching

E. Evidence of research, scholarship and other creative productivity

1. Publications (including works in press) – Document with representative work
   a. Books
   b. Monographs
   c. Articles (mark refereed articles with an asterisk)
   d. Book chapters
   e. Abstracts
   f. Reviews
   g. Newsletters
   h. Patents
   i. Technical reports

2. Funded Grants and Contracts

3. Invited presentations and other scholarly works

4. Editorial work

5. Scholarly activity related to practice

F. Evidence of service

1. Description of practice site or your administrative duties
   a. Any assessment of services by patrons
      ◊ Satisfaction surveys
      ◊ Patient Evaluations
      ◊ Thank you letters
   b. Assessment of practice site or administrative duties by system administrators and managers
      ◊ Letters of support
      ◊ Formal evaluations
      ◊ Reports
      ◊ Protocols
      ◊ Income generated
      ◊ Creation of co-funded staff or residency positions
   c. Letters of evaluation from other health-care professionals, such as physicians, nurses, etc. who work collaboratively in patient care activities with the candidate
   d. Faculty peer evaluations
e. Certifications and additional degrees
   ◊ Board certification
   ◊ Completion of traineeships
   ◊ Completion of development programs
   ◊ Additional academic work (MBA, MPH, etc)

f. Fellow designee in professional organizations

g. Scholarly activity related to practice
   ◊ Presentations, posters, abstracts

h. Grant or financial support for practice

i. Experiential teaching

j. Residency rotations

2. Departmental, College and University
   a. Committees chaired
      ◊ Letters from committee members evaluating role played as chair
   b. Committees served
      ◊ Letter from committee chair illustrating role played on committee
   c. Ad hoc advisories
   d. Thesis committees
   e. Dissertation committees
   f. Administrative roles
   g. Other contributions to the University

3. Mentoring
   a. Department
   b. Student

4. Professional Memberships, National /International Committees, etc.
   a. Organizations
   b. Committees served
   c. Committees chaired

5. Representation of school at local, state, national and international settings

6. CE presentations
   a. Copies of announcements
   b. Evaluations
   c. Invitation letters

7. Residency Service (UHCOP and other)
8. Activities in UHCOP functions
   a. Organization Advisorships
   b. Student Interviews

9. Public Service
   a. Radio, TV, public service announcements regarding pharmacy related activities

10. Service Awards
    a. College
    b. University
    c. Site
    d. Community

11. Other Contributions
    a. Evidence of other significant contributions that advance the profession/discipline

Appendix 5 – Table of teaching evaluations (example)

The table of teaching evaluations should be set up as below. The graph should include all classes taught at the assistant or associate level. Candidates for full professor may include only those classes taught since the last promotion.

<table>
<thead>
<tr>
<th>Semester/Year</th>
<th>Course Title</th>
<th>Candidates average (1-5)</th>
<th>Departmental average (1-5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 200X</td>
<td>Pharmacy Practice I</td>
<td>4.0</td>
<td>4.2</td>
</tr>
<tr>
<td>Spring 200X</td>
<td>Pharmacy Practice II</td>
<td>4.2</td>
<td>4.1</td>
</tr>
<tr>
<td>Summer 200X</td>
<td>Pharmacy Practice V</td>
<td>3.8</td>
<td>3.7</td>
</tr>
<tr>
<td>Fall 200X</td>
<td>Experiential</td>
<td>4.4</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Respectively submitted,
Lynn Simpson – Chair
Kimberly Birtcher
Elizabeth Coyle
Kevin Garey
Ray Hammond
David Hayes
Tahir Hussain

Adopted 4/23/08