

3349-3-25 Appendix A – College of Pharmacy procedure for appointment, promotion, reappointment, and evaluation of non-tenure track faculty.

(A) Definitions

- (1) “Affiliated faculty.” A non-tenure track faculty member who is non-salaried or whose primary role is not as a faculty member. These faculty have roles that are generally limited to formal and informal teaching on a periodic basis.
- (2) “Board certification.” Certification received by a pharmacist who has passed the certification and applicable mandatory recertification examinations of the board of pharmaceutical specialties.
- (3) “Candidate.” An individual who is requesting review of their credentials for appointment and promotion.
- (4) “College.” The college of pharmacy will be referred to as the “college” for purposes of this appendix.
- (5) “College appointment and promotion committee.” Committee appointed by the dean to consider appointment and/or promotion and make recommendations to the dean.
- (6) “Curriculum vitae (cv).” The curriculum vita is one of the documents submitted by the candidate for consideration by external evaluators. Suggested items include information on teaching, research and scholarly pursuits, academic and professional/public service, and the practice of pharmacy.
- (7) “Days.” Days as used in this document are working days.
- (8) “Development plan.” A document describing the proposed activities in teaching, service, and scholarly activity in which a faculty member is currently engaged or planning to engage over the next academic year(s).

- (9) “External evaluator.” An external evaluator is an individual who is external to the university and is qualified to assess the candidate’s achievements and reputation.
- (10) “Full-time faculty appointment” or “full-time appointment.” Full-time faculty are faculty who receive a full-time salary from:
- (a) The university;
 - (b) An associated or affiliated teaching hospital, healthcare provider, or health agency;
 - (c) A combination of the sources listed in paragraph (A) (10) (a) and paragraph (A) (10) (b).
- (11) “Joint appointment.” Non-tenure track appointment that is awarded to faculty who already hold an academic appointment within the university.
- (12) “Letter of offer.” The letter of offer is a document initiated by the college and sets forth certain conditions of the offer of employment but does not constitute a contract. Any previous experience to be counted toward a faculty member’s time in rank may be negotiated prior to the offer and will be documented in the letter of offer. Any modifications to the letter must be in writing and agreed to by both parties.
- (13) “Limited faculty appointment.” Appointments for faculty whose academic contributions to the college are limited in time or scope and carry the prefix “adjunct,” “research,” or “visiting.”
- (14) “Mentor.” A faculty member who has formally agreed to serve as an advisor and who helps another faculty member reach his/her personal and/or professional goals.
- (15) “Midpoint review.” A formal evaluation of a candidate’s midpoint review dossier that occurs approximately halfway

through the candidate's promotion cycle. The formal evaluation may include interviews with the candidate, mentor or equivalent representative and provides written guidance on progression toward promotion and recommendations for future activities.

- (16) "Midpoint review dossier." A file containing the candidate's documents submitted for midpoint review. The file must include a current and complete curriculum vitae, a letter of offer, documented activities in teaching, service, and scholarly activity, a self-reflective narrative evaluation of performance and accomplishments, and a development plan.
- (17) "Notice of non-reappointment." A notice of non-reappointment is a written notification by the dean that the college intends to terminate a faculty member's appointment at a specified time.
- (18) "Non-tenure track position." A faculty appointment that does not include the eligibility to apply for tenure.
- (19) "Part-time appointment." Faculty with part-time appointments are those who receive regular supplemental payment from the university, an associated or affiliated teaching hospital, healthcare provider and/or health agency for part-time activity carried out under the auspices of the university.
- (20) "Pharmacy education appointment." One of two types of affiliated appointments referring to university employees outside of the college of pharmacy who contribute to the development, implementation, administration, assessment, and/or evaluation of curricular offerings within the college.
- (21) "Preceptor appointment." One of two types of affiliated appointments referring to individuals who are not university employees and are either residents (clinical instructor) or individuals involved in experiential teaching at their sites of

employment (clinical assistant professor, clinical associate professor, or clinical professor).

(22) "Promotion dossier." A file containing the candidate's documents submitted for consideration for promotion. The file must include a current and complete curriculum vitae, documented activities in teaching, service, and scholarly activity, a self-reflective narrative evaluation of performance and accomplishments.

(23) "Salaried faculty." A tenured, tenure track, or non-tenure track faculty member that is full-time, part-time, or co-funded and whose primary role is as faculty.

(24) "Unit." A standard measurement used to calculate credits toward faculty rank.

(25) "Vice president for academic affairs." The chief academic officer of the university (hereinafter may be referred to as VPAA).

(B) Academic ranks and appointment types

(1) The following academic ranks have been established for non-tenure-track faculty:

(a) Professor,

(b) Associate professor,

(c) Assistant professor, and

(d) Instructor,

(2) Faculty appointments are subject to periodic review for reappointment and non-reappointment with all the rights and responsibilities as set forth in rule 3349-3-01 of the Administrative Code. They may or may not have a limiting prefix.

(3) Limited appointments.

The following appointments may be awarded to persons whose academic contributions to the college are limited in time or scope. For persons holding rank at another accredited institution of higher education, the rank awarded will usually be consistent with the rank held at the primary institution.

(a) "Adjunct appointments" are for persons whose academic contributions to the college are primarily teaching and for whom another category of appointment is not appropriate. The prefix "adjunct" is added to the rank.

(b) "Research appointments" are for persons whose contributions to the college are primarily investigational. The prefix "research" is added to the rank.

(c) "Visiting appointments" are for persons from other institutions who are temporarily involved in programs of the college of pharmacy or for college supported residents or fellows (instructor rank). The prefix "visiting" is added to the rank.

(4) Joint appointments

(a) These non-tenure-track appointments may be awarded to faculty who already hold an academic appointment within the university.

(b) Joint appointments may be made only when a faculty member participates in teaching, service, or scholarship in a department, other than the faculty member's primary department, to a significant degree and when such teaching or scholarship is expected to be of long duration.

(c) Such appointments require the recommendation of the chair of the department in which the secondary appointment is sought. The chair of the faculty member's primary department must concur.

(5) Resident/fellow appointments

A resident or fellow who teaches pharmacy students may be eligible for rank as instructor. This appointment is considered temporary and will automatically terminate upon the completion of the training program. Residents or fellows who are employed by the university will have "visiting instructor" appointments while those who are employed elsewhere will have "clinical instructor" appointments.

(6) Appointments solely within the purview of the dean

The dean, working with the support of the office of faculty affairs, shall solely review and approve recommendations for appointment in the following categories upon recommendation by the department chair in whose department the appointment is sought. The dean may, at his/her discretion, forward an application to the college appointment, promotion and tenure committee.

(a) All appointments at the rank of instructor;

(b) Preceptor track appointments at the rank of clinical assistant professor;

(c) Adjunct or research appointments, if the recommended rank is consistent with the appointment the faculty member holds at another accredited institution of higher education;

(d) Visiting or adjunct appointments, if the recommended rank is consistent with the faculty member's qualifications or appointment at another accredited

institution of higher education or commensurate with experience and seniority if the faculty member holds an appointment in industry, a federal agency or a similar environment.

(e) Retired appointments.

(C) Titles of distinction

(1) Distinguished

The title “distinguished” is a non-salaried designation of distinction conferred by the board of trustees upon an individual who has contributed significantly to the mission of the college. Distinguished titles may also be conferred upon individuals known nationally or internationally who have made significant contributions to his/her discipline. This title will be awarded in accordance with paragraph (N) of rule 3349-3-01 of the Administrative Code.

(2) Emeritus

(a) Rule statement (board of trustees rule reproduced here for informational purposes; this rule may only be amended by an action of the board of trustees.)

(i) “Emeritus” status recognizes university faculty and professional senior administrative staff who have provided meritorious service to the university and have retired. The university recognizes the potential of emeritus faculty and senior administrators as a continuing valuable resource and is committed to fostering an active ongoing relationship with them through an extended academic appointment.

(ii) A candidate for emeritus status will have demonstrated leadership and wisdom, will have given dedicated and distinguished service to the university for a minimum of ten years

and, for faculty, have attained the rank of associate professor. Exceptions to the ten years and associate professor requirements may be made by the dean, president, or chair of the board of trustees for a faculty member who has made an outstanding contribution to the university during a briefer period of service or holds a rank below associate professor.

(iii) Where possible, an emeritus faculty member will continue to contribute to the university community as appropriate.

(b) Procedures for nomination and selection

(i) The award of emeritus status is meritorious and thus expected to be limited in number.

(ii) A candidate may be nominated by his/her department chair, dean, president or chair of the board of trustees.

(a) Faculty are nominated by the department chair after discussion with the dean. The dean must approve faculty nominations.

(b) A department chair or associate dean will be nominated by the dean.

(c) A dean or professional senior administrative staff will be nominated by the president.

(d) A president will be nominated by the board of trustees chair.

(iii) Except in the case of a board of trustees' nomination, the nominator must submit a

current CV for the nominee and a letter of recommendation supporting:

- (a) The nominee's qualifications in meeting the minimum criteria; and
- (b) Three supporting letters of reference from other constituents, obtained by the nominator.

- (iv) The completed nomination packet (including any and all letters, even of the advisory committee should one be established) should be forwarded (electronically) to the office of the VPAA.
- (v) The VPAA will confirm that the materials are complete and will present the materials to the president.
- (vi) The dean may choose to interview the faculty candidate and must approve the candidate before submission.
- (vii) The designation of emeritus status is recommended by the president or board of trustees' chair and awarded by formal resolution of the board of trustees.
- (viii) The candidate will be notified of the board of trustees' approval and will be provided a copy of the board of trustees' resolution.

- (c) Rights, responsibilities and privileges
 - (i) Individuals with emeritus status are expected to comply with all the policies, regulations and rules as stated in the appropriate university handbooks.

- (ii) Contact the office of the VPAA for a complete listing of all rights, responsibilities and privileges.
- (3) Utilization of college resources by a faculty member holding a title of distinction will be individually determined by the department chair with the concurrence of the dean and president.
- (D) Basic principles for appointment, promotion and reappointment
 - (1) Appointment
 - (a) Appointment to the faculty is a privilege, not a right. Initial appointment is primarily based upon past performance with an expectation of continued contribution at a level commensurate with the appointment description and rank as described in paragraph (G) of this appendix.
 - (b) The candidate has the right to a full, impartial and confidential review of the credentials submitted.
 - (c) Faculty with non-tenure-track appointments are expected to contribute to the teaching, scholarship, and/or service programs of the college in a manner consistent with the mission of the respective department and in accordance with the candidate's letter of offer.
 - (d) Considerations include, but are not limited to:
 - (i) Possession of an appropriate terminal degree or exceptions as justified by the candidate's department chair and approved by the dean and president;

- (ii) Expertise in an appropriate academic field and evidence of dedication to continuing advancement of this field of knowledge;
 - (iii) Ability and dedication as an effective teacher;
 - (iv) Creativity and competence in an appropriate field of research and scholarship;
 - (v) Ability to assume responsibility for professional services and administration of health and/or academic services; and,
 - (vi) Ethical, professional performance.
- (e) A non-tenure-track appointment is made with the expectation that it will continue until a termination notice is given by either the candidate or the college of pharmacy in accordance with rule 3349-3-01 of the Administrative Code. Any time accrued under non-tenure-track appointments will not count toward appointment or any probationary period on the tenure track.

(2) Promotion

- (a) A candidate is encouraged to apply for promotion after a minimum time in rank. A candidate is required to submit a midpoint review for promotion to the college appointment and promotion committee. The midpoint review process will enable the committee to review the candidate's development plan, midpoint review dossier, and supporting materials in order to provide written recommendations for continued performance improvement in regards to promotion.
- (b) Promotion may be made after the minimum time in rank and contributions commensurate with the higher rank have been achieved. The college appointment

and promotion committee will consider any specific exceptions or requirements set forth in the candidate's letter of offer or amendments thereto.

(c) In evaluating the candidate's performance, the weighting of the evaluation areas may vary. Consideration will be given to the mission of the department and the demands of the appropriate discipline. Both quality and quantity of the individual's contribution will be taken into consideration.

(3) Reappointment

(a) Reappointment to the faculty is not automatic.

(b) The decision to renew a faculty appointment will be based upon the activities of the faculty member since the last review and the needs and resources of the college.

(c) Once a candidate has achieved a rank level, the candidate will not be reduced in rank.

(d) A recommendation for non-reappointment is not considered a dismissal for cause, and as such cannot be appealed.

(E) Structure and function of the college appointment and promotion committee ("committee")

(1) Composition

The committee consists of six faculty members appointed as described in rule 3349-3-71 of the Administrative Code. While it is preferable to draw all committee members from the college faculty, the dean may in his/her discretion appoint qualified faculty from outside the college.

(2) Responsibilities

(a) Midpoint review

(i) The committee will evaluate the candidate's development plan, midpoint review dossier, and any supporting material in light of the criteria for appointment and promotion, taking into account any special considerations regarding the role, responsibilities, and assignments of the candidate as outlined in the candidate's letter of offer, and provide written recommendations regarding areas for continued growth and improvement in order to prepare for consideration for promotion.

(ii) Evaluation – the committee, during its evaluation, may:

(a) Interview the candidate;

(b) Interview the candidate's mentor, and/or equivalent representative;

(c) Request any additional information pertinent to the evaluation; and,

(d) Seek confidential external advice, if the candidate signs a waiver, as it deems necessary.

(iii) Recommendations – the committee will provide, in writing, guidance regarding the candidate's midpoint review dossier and recommended areas for continued growth and improvement in order to prepare for consideration for promotion in accordance with time in rank requirements. The written guidance will be provided to the candidate and

the department chair. This written recommendation will include the following:

- (a) Feedback on the contents of the midpoint review dossier (e.g., items missing or extraneous; items needing further clarification);
- (b) Areas in which the candidate currently meets criteria for promotion;
- (c) Areas in which the candidate currently is deficient in regards to the criteria for promotion. This should include recommendations and/or examples for which the criteria for promotion is not currently met and how criteria can be achieved;
- (d) Consideration for resubmission of the midpoint review. If the committee determines that significant deficiencies exist in the candidate's midpoint review dossier, the committee may recommend resubmission in order to assess continued progress towards the requirements for promotion. This should include a specific timeline in which the midpoint review should be resubmitted to the committee.

(iv) Timeline

- (a) The candidate is required to undergo a midpoint review process approximately halfway through their promotion cycle. This would be at the completion of either year two or three for candidates at the assistant professor rank applying for

promotion to associate professor and at the completion of either year three or four for candidates at the associate professor rank applying for promotion to professor.

(b) There will be two midpoint review cycles; summer cycle and winter cycle. The candidate will submit a letter of intent for midpoint review by June first for the summer cycle or by December first of the winter cycle during academic year in which he/she will undergo the midpoint review.

(c) The candidate will submit his/her development plan, midpoint review dossier, and supporting materials by July first for the summer cycle or January first for the winter cycle during the academic year in which he/she will undergo the midpoint review.

(d) The committee will provide written recommendations for further growth based on the candidate's midpoint review by no later than December thirty-first for the summer cycle and by no later than June thirtieth for the winter cycle. The recommendations should include feedback completed prior to the candidate's annual evaluation review and workload development for the next academic year.

(b) Promotion

(i) The committee will evaluate the promotion dossier in light of the criteria for appointment

and promotion, taking into account any special considerations regarding the role, responsibilities and assignments of the candidate as outlined in the candidate's letter of offer, and make recommendations to the dean of the college of pharmacy.

- (ii) Evaluation - the committee, during its evaluation, may:
 - (a) Interview the candidate;
 - (b) Interview the department chair or other appropriate faculty members, after notifying the candidate;
 - (c) Request any additional information pertinent to the evaluation; and,
 - (d) Seek confidential external advice, if the candidate signs a waiver of access to the advice, as deemed necessary.

- (iii) Recommendations - the committee, by majority vote, will recommend one of the following and forward to the dean:
 - (a) Approval of the request for appointment or promotion as submitted;
 - (b) Approval of the request for appointment or promotion with a revised rank or title;
 - (c) Disapproval of the request for appointment or promotion as submitted. The committee will transmit the recommendation and the reasons therefore to the dean and the department chair.

(iv) Recommendations

Committee recommendations are forwarded to the dean to review when evaluating the materials to develop his/her recommendation regarding promotion. The dean may accept or reject the recommendation of the committee and the timeline shall proceed as described in paragraph (J) of this appendix.

(F) Salaried faculty - requirements and time in rank

(1) Requirements

The required levels of development for candidates are classified as follows:

(a) Intent level

The level of intent describes a candidate who is in the planning stages of developing a teaching portfolio, service record, and scholarly activity documentation.

(b) Pursuit level

The level of pursuit describes a candidate who is actively developing or engaging in their teaching activities, service requirements, and scholarly activity. Quality of the activities will be weighted more than the quantity of activities. It is recognized that faculty roles and responsibilities change over time. Pursuit level provides credit for services or activities that were developed or engaged in, but are no longer active, and new activities. Pursuit in teaching should demonstrate a progression of teaching with a clearly developed teaching philosophy. Candidates should engage in service as an active participant and consider stepping into leadership roles. Scholarly

activities must include at least one peer-reviewed publication outlined in paragraph (G)(2)(b)(i)(a) and/or paragraph (G)(2)(b)(i)(b).

(c) Acquisition level

The level of acquisition describes a candidate who is engaged in sustained activity with national or international recognition by their colleagues ; with a teaching portfolio that includes a clear teaching philosophy and evidence of consistent, quality performance in all teaching activities; service activities reflect consistent quality contributions and should include leadership roles; and a scholarly activity portfolio that is well established and reflects consistent, quality contributions, and must include contributions outlined in paragraph (G)(2)(b)(i)(a) and/or paragraph (G)(2)(b)(i)(b).

(2) Ranks

(a) Assistant professor

Candidates qualified for this rank are competent to: demonstrate intent by developing a practice, if appropriate for their position and institution, fulfilling teaching and service responsibilities, and beginning to build professional/public service and scholarly activity experience.

(b) Associate professor

Candidates appointed to or promoted to this rank demonstrate evidence of pursuit in all three areas (e.g., teaching, service, and scholarly activity). These candidates fulfill their faculty responsibilities and are recognized as active participants at the college and their practice sites, if applicable.

(c) Professor

Candidates appointed to or promoted to this rank demonstrate a level of acquisition in all three areas (e.g., teaching, service, and scholarly activity). These candidates should be recognized as leaders at their practice site (if applicable), college and/or university, region, state, and on the national or international level.

(3) Time in rank

(a) Assistant professor to associate professor

- (i) The minimum time in rank prior to promotion to associate professor is five years. In exceptional circumstances, if recommended by the department chair and approved by the dean, a candidate may be considered prior to that time.
- (ii) Prior service may be counted toward the time in rank requirement if specified in the letter of offer or an amendment thereto.

(b) Associate professor to professor

- (i) The minimum time in rank prior to promotion to professor is seven years. In exceptional circumstances, if recommended by the department chair and approved by the dean, a candidate may be considered prior to that time.
- (ii) Prior service may be counted toward this requirement if specified in the letter of offer or an amendment thereto.

(c) Upon the recommendation of the department chair and with the concurrence of the dean, exceptions to the considerations outlined herein may be granted.

(G) Salaried faculty – appointment and promotion standards and documentation

Standards and documentation for initial appointment and promotion include but are not limited to:

(1) Contributions to the educational program of the college

(a) The standard

Teaching is a central mission of the university and its component colleges. A candidate's teaching quality is documented by evidence of clear teaching philosophy, review of teaching materials, recognition and feedback from students, alumni and peers. Positive contributions to the learning environment and curriculum may also support a candidate's record of teaching.

(i) Faculty are expected to carry out teaching assignments made by the department chair. Teaching of pharmacy students, medical students, graduate students and post graduate students, and fostering interprofessional education in university-sponsored programs will be of primary importance.

(ii) Teaching of one's colleagues and other health professionals in university-sponsored programs is recognized as a contribution to the educational program of the university and/or college. These activities include, but are not limited to, formal continuing education programs, faculty development programs, scientific seminars, workshops, and

conferences. Teaching in other areas may be considered but will be given less weight.

- (iii) The faculty member should demonstrate substantial ability in presenting concepts and information, teaching problem solving, research and laboratory techniques, developing professional attitudes, evaluating students and conducting remediation, innovative curriculum and teaching initiatives, and nationally or internationally prominent educational activities.

(b) Documentation

- (i) Evidence of teaching at either the level of pursuit or acquisition may include, but is not limited to, the sources listed below. In joint endeavors, the evidence should specify the extent of the individual's contributions. Such contributions include, but are not limited to:
- (a) Honors or special recognitions for teaching accomplishments (e.g., master teacher guild, faculty of the year award);
 - (b) Peer evaluations of expertise in instruction;
 - (c) Effectiveness shown by a representative sample of student evaluations and accomplishments across multiple years;
 - (d) Evidence of innovation in course or curriculum development, pedagogical strategies and/or assessment methods;
 - (e) Evidence of diverse student performance opportunities;

- (f) Election to offices, committee activities and other important service to professional pedagogical associations and learned societies including editorial work and peer review as related to teaching;
- (g) Demonstration of scholarly and/or theoretical underpinnings related to teaching.
- (ii) There must be evidence that the candidate is engaged in educational activities that are appropriate to their appointment. Such activities include, but are not limited to:

 - (a) Role as a course director, co-director or preceptor;
 - (b) Presentation of seminars, tutorials, or use of active learning or innovative teaching models;
 - (c) Preparation of syllabi, course and examination materials, and remediation;
 - (d) Academic advising and career guidance;
 - (e) Obtaining external funding for educational activities.
 - (f) Service on and recognition by national educational bodies are also important aspects of teaching excellence.

(2) Scholarly activity

(a) The standard

Scholarly activities are central to the mission of the university and is an expectation of all faculty. Given the complexity of the university and its component colleges and the great diversity of talent within, it is imperative that various kinds of work be recognized through a broad vision of scholarship. Scholarly activity includes, but is not limited to, the scholarship of discovery, integration, application and teaching/learning. Scholarship is understood to include the traditional science of inquiry, investigation and experimentation known as research. Scholarly activity may also include participation in clinical trials and commercialization, patent and technology transfer activities. While clinical care alone is insufficient to merit promotion, clinical innovation and improvement activities done in a scholarly manner and acknowledged to be of regional or national importance are important indicators of distinction.

(i) The scholarly activity of non-tenure track faculty in the college of pharmacy is more likely to focus in the categories of integration, application, and teaching and learning as compared to the scholarship of discovery. Scholarship of integration involves the synthesis and interpretation of information across disciplines in a way that brings new meaning to those facts, presentations and/or publications, among others. Scholarship of application seeks to address social problems or make information or ideas accessible to the public. Finally, scholarship of teaching and learning involves discovery, evaluation and transmission of information about the learning process.

- (ii) For scholarly activity to have value, it must be distinguished from other aspects of the candidate's service roles and other day-to-day activities. Key aspects that distinguish activities as scholarly activity are that they must reflect one's professional and/or academic expertise, be disseminated outside of one's institution, and engage or be reacted to by peers external to one's institution.
 - (iii) Clinical innovation and improvement performed in a scholarly fashion and acknowledged to be of regional, national and international importance are additional evidence of readiness for promotion.
 - (iv) Activity that clearly demonstrates high quality and conforms to the highest ethical and legal standards. Quality is stressed over quantity.
 - (v) Standards and expectations for scholarly activity may differ from one field to another.
 - (vii) Research collaborations. These include, but are not limited to collaborations between departments, colleges and universities regionally, nationally or internationally.
 - (viii) Research consultations. These include, but are not limited to, providing consultation in study design, data analysis, measurement and evaluation.
 - (ix) Intellectual property development and activities in support of technology transfer and commercialization.
- (b) Documentation

Evidence of scholarly activities includes, but is not limited to, the sources listed below. In joint endeavors, the evidence should specify the extent of the individual's contribution.

- (i) Dissemination of scholarly activities includes, but is not limited to:
 - (a) Articles, abstracts, and other scholarly works published by reputable journals, scholarly presses, publishing houses, or other similar media that accept works after rigorous review and approval by peers in the disciplines;
 - (b) Scholarly reviews, books, book chapters and case reports which are peer reviewed;
 - (c) Presentation of scholarly activities before professional, scientific, and educational societies;
 - (d) Published correspondence in scientific and/or professional publications;
 - (e) Monographs and/or technical reports which are peer reviewed;
 - (f) Publications which do not undergo a peer review process may be considered as scholarship but must be accompanied by other scholarly activities listed in paragraphs (G)(2)(b)(i)(a) to (G)(2)(b)(i)(e) of this appendix.
- (ii) Grants and contracts related to research and other scholarly activities.

- (a) Competitive extramural funding from the federal/state government and national/state foundations.
 - (b) Extramurally funded investigator-initiated research, (e.g., industry sources).
 - (c) Extramurally funded research without peer review.
 - (d) Industry sponsored research with protocol developed by funding source.
 - (e) Competitive intramural funding.
- (iii) Acknowledgement of research and scholarly activities.
- (a) Membership on editorial boards, study section review panels, or grant selection committees; documentation of activities performed while holding these positions must be provided for consideration.
 - (b) Election to offices, committee activities, and important service to professional associations and learned societies, including editorial work and peer reviewing as related to research and other creative scholarly activities.
 - (c) Honors and awards for research or other creative activities.
 - (d) Consultant activities in state, national, and international groups engaged in

scholarly activity endeavors; evidence of competitive selection is advantageous.

(e) Dissemination of new practice methods (patient care and managerial) outside of one's institution; evidence of peer review and/or measurable impact on patient care is essential.

(f) Publication or dissemination of peer reviewed software for patient care, practice or basic research.

(g) Invitations to testify before government groups concerned with research or creative scholarly activities; evidence of impact is advantageous.

(h) Membership on important professional expeditions or membership on healthcare teams that are involved in development projects; evidence of competitive selection processes is advantageous.

(i) Fellowships for research or practice related scholarly activities or selection for tours of duty at special institutes for advanced learning; evidence of a competitive selection process is advantageous.

(j) Documented development of public policy and/or community health programs.

(3) Service

Both the university and the college of pharmacy are charged with the responsibility of developing and carrying out a high-quality educational program. A crucial element of that responsibility is a service program responsive to the larger society that sustains the university and the college. The university and the college of pharmacy distinguish between routine performance and service that draws upon the breadth and depth of a faculty member's professional expertise and scholarship.

Service is a central mission of the university and its component colleges. A candidate's service may exist in three domains: academic, practice of pharmacy, professional/public. As a candidate achieves higher rank, his/her service should be impacting a broader network of students, trainees, colleagues, and disciplines. Faculty seeking promotion to the rank of associate professor should have a minimum of academic service at the pursuit level and one other service domain at the pursuit level. Faculty seeking promotion to the rank of professor should have a minimum of academic service at the acquisition level and one other service domain at the acquisition level.

(a) Academic service

(i) The standard

Academic service is oriented to the needs of the department, the college, and/or the university. All faculty, regardless of rank and academic appointment, have general academic service responsibilities which contribute to the success of the university's students and the profession of pharmacy throughout the university. At the dean's discretion, selected faculty carry formal administrative responsibilities as college administrators. Definition of these formal administrative responsibilities should be

included in the promotion dossier, but evaluation of administrative performance is not included in the evaluation of service for promotion.

(ii) Documentation

Documentation of academic service effectiveness may include, but is not limited to, records, attestations, or evaluations in the following areas:

- (a) Active, consistent, and reliable participation and leadership in department, college, and university committees, task forces or *ad hoc* advisory groups;
- (b) Reliable representation of the department, college and/or university at local, state, national and international professional association meetings;
- (c) Timely, consistent, and thoughtful input into department planning retreats and activities;
- (d) Willingness to volunteer for unexpected teaching, practice, or service activities;
- (e) Proactive problem identification and problem solving on behalf of the department, college, and/or university;
- (f) Organization of department or college-wide professional service initiatives;

- (g) Effective and diligent advising of students, student organizations, and/or fraternities;
- (h) Effective peer teaching evaluation and mentoring;
- (i) Active, consistent, and reliable attendance at faculty applicant interview seminars and participation in the professional activities of faculty and resident recruitment; and,
- (j) Active participation in department, college, and/or university sponsored receptions and outings.

(b) Practice of pharmacy service

(i) The standard

The practice of pharmacy is service oriented to the needs of the profession and/or community. The practice of pharmacy includes pharmaceutical care provided to a candidate's patients, to larger patient populations, and contributions to the profession. This may include direct patient-centered interactions (e.g., primary care, patient counseling, etc.), practice management and/or administration. Pharmacy practice faculty may have pharmacy practice responsibilities as a routine workload assignment.

Faculty furnish leaders and groups with objective research results, as well as clinical and other resource information for decision making. They design and conduct feasibility studies, field test basic and applied knowledge,

develop procedural and technical manuals, and provide group instruction on and off campus.

(ii) Documentation

Evidence of pharmacy practice proficiency may include, but is not limited to, the sources listed below. In joint endeavors, the evidence should specify the candidate's contributions.

- (a) Certification and recertification by specialty boards;
- (b) Completion of certificate programs (e.g., certified diabetes educator);
- (c) Designation as fellow or other similar practice achievement recognition;
- (d) Honors, awards, and special recognition for practice service activities;
- (e) Objective evaluation of practice effectiveness and quality through outcomes documentation and analysis;
- (f) Election to offices, committee activities, and important service to professional associations and learned societies, including editorial work and peer reviewing as related to pharmacy practice;
- (g) Service on local and/or regional health-related board or committee;
- (h) Evaluation of practice site responsibilities related to patient care, practice management and/or

administration, and implementation and/or management of technology. Contributions in these areas must be associated with documented and measurable impact on patient care, site operations or workflow, and/or services provided at the site.

(c) Professional/public service

(i) The standard

Faculty have, as a basic job responsibility, the provision of professional/public service. Professional service activities are oriented to the professional policy needs of society; public service activities are oriented to public and professional needs of society. Faculty who provide professional/public service may have ongoing, direct contact with citizens and/or organizations in their practice and research areas, provide educational needs assessment, program development, training, consultation, and/or technical assistance in collaboration with local, state, national, and international leaders. Activities may also be involved with community service, volunteer opportunities or rule development.

(ii) Documentation

Evidence of the effectiveness of professional/public service contributions includes, but is not limited to, the following sources:

- (a) Election to offices, committee activities and important service to professional associations and learned societies;
- (b) Selection for special activities outside of the state or nation;
- (c) Honors, awards, and special recognition for professional/public service activities;
- (d) Participation as an active reviewer for professional journals, textbooks, book chapters, poster abstracts, or other professional publications;
- (e) Consultations, technical assistance and/or coordination activities on projects within professional associations and clinical sites;
- (f) Service on a community board or committee;
- (g) Involvement in community outreach programs aimed at improving health education/science;
- (h) Volunteering at a community free or underserved medical clinic;
- (i) Volunteering in the community, region, state, nation, or internationally
- (j) Participation in university, college, or student community service projects (i.e. health fairs, fund raisers, etc.);
- (k) Participation in humanitarian trips.

(H) Affiliated faculty – requirements and time in rank

(1) General

(a) Preceptor track

Individuals who are not university employees and contribute primarily to the experiential teaching program of the college. Pharmacists appointed at or promoted to this track have met all requirements to practice pharmacy. Exceptions may be made if recommended by the department chair and approved by the dean.

(b) Pharmacy education track

University employees outside of the college of pharmacy who contribute significantly to the teaching, scholarship and service missions of the college. Activities, in addition to teaching, may include development, implementation, administration, assessment and/or evaluation of core competencies, pedagogy, and curricular offerings. Substantial contributions in the area of research and scholarly activity are required at the rank of professor.

(c) Specific activities and weightings by track and rank level are described in paragraphs (H)(2) and (H)(3) of this appendix, and are listed in the activities table, paragraph (H)(4) of this appendix.

(d) Time in rank for affiliated faculty is the same as for salaried faculty, as described in paragraph (F)(3) of this appendix.

(2) Preceptor track criteria by rank level

(a) Pharmacists

(i) Clinical instructor

(a) In training as resident or fellow and has met all requirements for and is appropriately licensed to practice pharmacy.

(b) Involved in educational activities that involve pharmacy students.

(ii) Clinical assistant professor

(a) Involved in educational activities that involve pharmacy students and/or residents.

(b) Experience in a mentoring and/or supervisory role is desired.

(iii) Clinical associate professor

(a) At least three hundred educational activity units in the college over the three most recent calendar years (two hundred seventy of the three hundred total units may be attained through experiential teaching).

(b) Experience in a mentoring and/or supervisory role is required.

(iv) Clinical professor

(a) At least four hundred fifty educational activity units in the college over the three most recent calendar years (three hundred sixty of the four hundred fifty total units may be attained through experiential teaching.)

(b) Demonstration of professional standing in organizations appropriate to the discipline.

(c) Experience in a mentoring and supervisory role is required.

(d) Written attestation by department chair documenting teaching excellence.

(b) Non-pharmacist healthcare professionals

(i) Clinical instructor

(a) Involved in educational activities that involve pharmacy students and/or residents.

(b) Experience in a mentoring and/or supervisory role is preferred.

(ii) Beyond the level of clinical instructor

The chair of the department in which appointment or promotion is sought must write a letter certifying that the professional's credentials and qualifications are appropriate for the academic rank.

(3) Pharmacy education track criteria by rank level

(a) Assistant professor

(i) Promise of intent in teaching, as well as service and scholarly activity.

(ii) Experience in a mentoring and/or supervisory role is desired.

(b) Associate professor

- (i) At least three hundred teaching, service and scholarly activity units in the college over the three most recent calendar years. A minimum of sixty of the three hundred total units must be in the scholarly activity category.
- (ii) Significant involvement in the education of pharmacy students and/or residents is required.
- (iii) Experience in a mentoring and/or supervisory role is required.

(c) Professor

- (i) At least four hundred fifty teaching, service and scholarly activity units in the college over the three most recent calendar years. A minimum of one hundred fifty of the four hundred fifty total units must be in the scholarly activity category.
- (ii) Significant involvement in the education of pharmacy students and/or residents is required.
- (iii) Significant involvement and leadership in department and/or college committees.
- (iv) National recognition in field of expertise, with a strong likelihood of maintaining such recognition.
- (v) Experience in a mentoring and supervisory role is required.

(vi) Written attestation by department chair documenting teaching and scholarly excellence.

(4) Activities table – specific weightings for preceptor and pharmacy education track affiliated faculty

<u>Activity</u>	<u>Units</u>	<u>3-year unit maximum</u>
<u>Educational activities</u>		
<u>Experiential pharmacy student and/or resident teaching</u>	<u>P1 preceptor – 5 units/student</u> <u>P2 preceptor – 10 units/student</u> <u>P3 preceptor – 10 units/student</u> <u>P4 preceptor – 25 units / student month</u> <u>Resident preceptor 25 units / student month</u>	<u>150</u> ¹
<u>Unstructured activities in pharmacy education (e.g. Curriculum planning or meetings; tutoring; review sessions; examination writing and review; collaborative work with other faculty on curriculum, assessment, instruction; assessment or observation of faculty teaching or precepting)</u>	<u>1 per session</u> ²	<u>150</u>

¹ Clinical Associate Professor = 270 units may be claimed; Clinical Professor = 360 units may be claimed.

² "Session". A period during which a faculty member is engaged in teaching activities usually an hour in length unless otherwise specified by department policy. Multiple units are not awarded when more than one learner is present.

<u>Activity</u>	<u>Units</u>	<u>3-year unit maximum</u>
<u>Structured teaching on clinical campus (e.g., lecture, grand rounds, ce presentation)</u>	<u>5 per session</u>	<u>150</u>
<u>Structured teaching at rootstown campus</u>	<u>10 per session</u>	<u>150</u>
<u>Recipient of teaching excellence award at the clinical campus and/or rootstown setting</u>	<u>10 per award</u>	<u>60</u>
<u>Professional development advising team</u>	<u>10 per year</u>	<u>30</u>
<u>Course leadership (e.g. Course director, clerkship director, course committees, module director)</u>	<u>15 per year</u>	<u>45</u>
<u>Co-investigator of a funded educational grant</u>	<u>15 per grant</u>	<u>90</u>
<u>Recipient or co-recipient of a funded educational grant</u>	<u>50 per grant</u>	<u>150</u>
<u>Other teaching activities as approved by the department chair so long as they are not in conflict with the specific activities and weightings set forth herein</u>		<u>30</u>
<u>Service</u>		
<u>Membership on hospital health care provider, or health agency committees</u>	<u>5 per committee per year</u>	<u>30</u>
<u>Member of university or college committee</u>	<u>10 per committee per year</u>	<u>90</u>
<u>Service to or membership on boards of regional or national pharmacy, medical, scientific, or public health organizations</u>	<u>10 per board per year</u>	<u>60</u>
<u>Chair of university or college committee</u>	<u>15 per committee per year</u>	<u>90</u>
<u>Activities that promote the health of the community or profession of pharmacy</u>	<u>5 per activity per year</u>	<u>15</u>
<u>Other service activities as approved by the department chair so long as they are not in conflict with the specific activities and weightings set forth herein</u>		<u>30</u>
<u>Research and scholarly activity</u>		

<u>Activity</u>	<u>Units</u>	<u>3-year unit maximum</u>
<u>Contributing investigator in a clinical trial or study</u>	<u>5 per study</u>	<u>30</u>
<u>Co-investigator of a funded research grant</u>	<u>15 per grant</u>	<u>90</u>
<u>Principal investigator or co-principal investigator of a funded research grant</u>	<u>50 per grant</u>	<u>150</u>
<u>Grants reviewer at a national level</u>	<u>25 per organization</u>	<u>150</u>
<u>Journal reviewer for a refereed journal</u>	<u>5 per article reviewed</u>	<u>60</u>
<u>Case report in a refereed journal</u>	<u>10 per publication</u>	<u>30</u>
<u>Published letter to the editor in a refereed journal</u>	<u>5 per letter</u>	<u>30</u>
<u>Member of editorial board—peer reviewed journal</u>	<u>10 per board per year</u>	<u>60</u>
<u>Writing an invited editorial in refereed journal</u>	<u>15 per editorial</u>	<u>90</u>
<u>Original publication in refereed journal</u>	<u>25 per publication</u>	<u>150</u>
<u>Publication of a review article</u>	<u>25 per publication</u>	<u>150</u>
<u>Publication of a book chapter</u>	<u>50 per publication</u>	<u>150</u>
<u>Publication of a book</u>	<u>75 per publication</u>	<u>225</u>
<u>Invited visiting professor and/or guest lecturer outside own university</u>	<u>10 per presentation</u>	<u>60</u>
<u>Editor refereed journal</u>	<u>20 per journal</u>	<u>120</u>
<u>Assistant editor refereed journal</u>	<u>15 per journal</u>	<u>90</u>
<u>Presentation at regional meeting</u>	<u>15 per presentation</u>	<u>60</u>
<u>Presentation at national meeting</u>	<u>30 per presentation</u>	<u>120</u>
<u>Consultant to externally funded grant, medical or scientific organization or site or department review</u>	<u>5 per consultation</u>	<u>30</u>
<u>Member of national consensus panel³</u>	<u>20 per panel</u>	<u>120</u>

<u>Activity</u>	<u>Units</u>	<u>3-year unit maximum</u>
<u>Scholarly consultation</u>	<u>10 per project</u>	<u>90</u>
<u>Other research and scholarly activities as approved by the department chair so long as they are not in conflict with the specific activities and weightings set forth herein</u>		<u>30</u>

(l) Procedures for processing appointments

(1) Search committee

- (a) The department chair will recommend members of a search committee for an authorized open non-tenure-track position to the dean. The dean will appoint the committee which will be advisory to the chair.
- (b) A duly constituted department search committee shall function as the evaluating body for a candidate who is recruited through an appropriate search process.
- (c) The search committee shall forward its recommendation to the following, in sequence, for review and recommendation: department chair, dean, and president. The president will transmit the recommendation to the board of trustees for final action.
- (d) The dean, with the support of the office of faculty affairs, will notify the candidate and the department chair of the action of the board of trustees.

(2) No search committee

³ National Consensus Panel. A group of professionals sponsored by a national organization who are charged with examining issues and arriving at general agreement on policy, methodology, or other important courses of action

- (a) In the case where no search committee is involved, positive recommendation from the department chair will be forwarded to the college appointment and promotion committee and the dean, except those appointments which are solely within the purview of the dean.
- (b) The office of faculty affairs shall forward the recommendation to the college appointment and promotion committee who shall review the material and provide their recommendation to the dean.
- (c) The dean will make his/her own recommendation and forward it and the recommendation of the college appointment and promotion committee to the president for transmittal to the board of trustees for final action.
- (d) The dean will notify the candidate and the department chair of the action of the board of trustees, through the support of the office of faculty affairs.

(3) Affiliated faculty

- (a) The faculty candidate must submit a completed "appointment or promotion application for non-tenure-track faculty", to the department chair.
- (b) The department chair shall forward applications to the dean for candidates requesting appointments that are solely within purview of the dean.
- (c) The department chair shall review the applications and submit his/her own recommendation, along with other application materials, to the college appointment and promotion committee by way of the office of the faculty affairs.

- (d) The college appointment and promotion committee shall review the materials and provide their written recommendation to the dean that includes the record of the vote.
- (e) The dean shall review the recommendation and materials forwarded by the college appointment and promotion committee and forward his/her own written recommendation along with the recommendation from the college appointment and promotion committee to the president for transmittal to the board of trustees for final action.
- (f) The dean shall notify the candidate and the department chair of the action of the board of trustees, through the office of faculty affairs.

(J) Procedures for processing promotion

(1) Salaried faculty

(a) By June first:

- (i) The candidate must notify the department chair of intent to apply for promotion. In the case of a department chair seeking promotion, notification will go to the dean.
- (ii) The candidate must submit a list of suggested external evaluators to the department chair, for promotion to full professor only. In the case of a department chair or associate dean seeking promotion, the list of evaluators will go to the dean.
 - (a) External evaluators should be members of academia at or above the rank the candidate is seeking. Ideally, they are individuals in similar practice and/or

research areas, and in similar administrative positions in the case of faculty administrators who seek promotion in rank.

(b) At least one of the suggested evaluators should be completely independent: individuals with whom the candidate has not had a working relationship as a colleague or collaborator over the past five years, or as a trainee or student over the past ten years.

(b) By June fifteenth:

A list of external evaluators will be identified by the candidate's department chair and shared with the candidate. This list may or may not include evaluators from the candidate's list.

(c) By June thirtieth, the list of evaluators will be finalized as follows:

(i) Candidate will review the list of evaluators and provide reasons in writing within five working days why any of the proposed evaluators should not be contacted.

(ii) The department chair, in consultation with the dean, will determine whether the challenge will be up-held and the evaluator removed from the list.

(iii) If an outside evaluator is removed from the list, another may be added and the same right to challenge will apply.

(d) By July first:

- (i) The candidate shall submit one complete and verified copy of his/her promotion dossier to his/her department chair (exhibit 5).
 - (ii) The candidate may personally solicit and submit with his/her promotion dossier additional letters of support (in addition to external evaluations solicited by the chair) but such letters will generally have less impact.
 - (iii) The department chair may choose to use electronic means for distribution of materials associated with this process.
- (e) By July fifteenth, the department chair will:
- (i) Determine the interest and willingness of the external evaluators to serve in this capacity and seek other evaluators if one or more decline.
 - (ii) Prepare packages containing:
 - (a) The candidate's promotion dossier;
 - (b) The university and college criteria for promotion; and
 - (c) A cover letter requesting an evaluation of the candidate's achievements, as compared to the aforementioned criteria, to be received by August fifteenth.
 - (iii) Request the candidate to:
 - (a) Verify that the package is accurate and complete and

- (b) Sign a document waiving access to the external evaluators' evaluations.
- (iv) Transmit all materials to the external evaluator, using electronic means if preferred.
- (f) By September first:

 - (i) A candidate may withdraw their application for any reason on or before this date. Voluntary withdrawal cannot occur thereafter.
 - (ii) The department chair will submit an electronic copy of the candidate's promotion dossier and the letters received from external evaluators to the college appointment and promotion committee.

- (g) By November first, the department chair shall:

 - (i) Review the promotion dossier and the external evaluator evaluations.
 - (ii) Submit to the college appointment and promotion committee chair by way of the office of faculty affairs: a written letter of recommendation, the promotion dossier, and all letters received from external evaluators.

- (h) By December first:

 - The college appointment and promotion committee chair will forward a written document to the dean that includes the committee's recommendation, reasons therefore, and record of the vote by way of the office of faculty affairs. All other materials (promotion dossier, letter from the chair, letters from external evaluators) will also be forwarded to the dean.

(i) By December fifteenth, the dean will:

(i) Review the materials forwarded by the college appointment and promotion committee; and

(ii) Notify the candidate in writing of the following, through the assistance of the office of faculty affairs:

(a) His/her own recommendation and reasons therefore;

(b) The college appointment and promotion committee's recommendation; and,

(c) An explanation of the appeal process in the case of a negative recommendation.

(i) Appeal by the candidate

(i) By January first:

The candidate must notify the dean in writing of the intent to appeal or the right is waived. The appeal will be scheduled in January.

(ii) By February first:

(a) The dean may hear the appeal him/herself or may appoint a three-member appeal committee of salaried faculty to consider the matter.

(b) If appointed, the appeal committee will elect its own chair and will decide by a majority vote whether or not to recommend upholding the recommendation of the dean. A written report of the committee's deliberations

and recommendation will be provided to the dean.

(c) The dean will review the appeal committee's recommendation along with all other materials forwarded previously.

(d) The dean will notify the candidate and the department chair in writing of his/her recommendation related to the appeal.

(k) By February first:

The dean will transmit all reports with his/her positive recommendations to the president.

(l) By February fifteenth:

The president will make the final decision and will forward positive recommendations for promotion to the board of trustees at its next meeting.

(m) Following board of trustees' approval:

(i) The president will notify the dean those candidates who have been approved for the award of promotion.

(ii) The dean shall notify the candidate and the department chair of the outcome of the board of trustees' action, through the office of faculty affairs.

(2) Affiliated faculty

(a) By September first:

(i) The candidate will submit a completed "appointment or promotion application for non-

tenure track faculty” to his/her department chair.

(ii) The department chair will submit the completed application to the college appointment and promotion committee.

(b) By October first:

The college appointment and promotion committee will return the promotion application to the department chair along with a written document that includes the committee’s recommendation, reasons therefore, and record of the vote.

(c) By November first, the department chair will:

(i) Review the recommendation from the college appointment and promotion committee and the completed promotion application.

(ii) Submit his/her own written letter of recommendation to the dean.

(d) By February first:

The dean will transmit all reports with his/her positive recommendations to the president.

(e) By February fifteenth:

The president will make the final decision and will forward positive recommendations for promotion to the board of trustees at its next meeting.

(f) Following board of trustees approval:

(i) The president will notify the respective college dean those candidates who have been approved for the award of promotion.

(ii) The dean shall notify the candidate and the department chair of the outcome of the board of trustees' action, through the office of faculty affairs.

(3) Joint promotions

(a) An application for joint promotion will always be initiated through the faculty member's primary department. Request for promotion to the secondary department will be initiated by the chair of the primary department.

(b) Promotion at equivalent rank for the secondary appointment is not automatic but depends on a positive recommendation from the chair of that department.

(K) Performance evaluations and procedures for processing reappointments and non-reappointments

(1) Salaried faculty

The performance of salaried faculty (those with full and part-time appointment types, as defined in Paragraph (1) of this appendix,) will be evaluated at least annually by the department chair or the chair's designee as appropriate using the university "faculty performance plan and evaluation" form. The evaluation will provide for constructive feedback to the faculty member.

(2) Affiliated faculty

- (a) Affiliated faculty will be evaluated at least once every three years or more often at the discretion of the department chair.
- (b) Evaluations will be conducted by the department chair or the chair's designee, as appropriate by:
 - (i) Requesting an activity report from the faculty member concerning college related activities; and
 - (ii) Reviewing the activity report using the initial appointment and promotion criteria as a guideline.
- (c) Faculty will be notified in writing by March first of any intention to recommend non-reappointment.
 - (i) A faculty member who disagrees with an intention to recommend non-reappointment may request a meeting with the department chair within five business days of delivery of notification to determine if the matter can be resolved prior to notification of the dean.
 - (ii) After the meeting, the department chair will notify the faculty member and the dean of the final recommendation.
 - (iii) The department chair will forward recommendations concerning non-reappointments to the dean by March fifteenth.
- (d) The dean's positive recommendations will be forwarded to the president by April fifteenth for transmittal to the board of trustees for final action.
- (e) In the event of non-reappointment, the final date of appointment will be June thirtieth of the same year.

3349-3-25

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Effective: 6/11/2020

CERTIFIED ELECTRONICALLY

Certification

06/01/2020

Date

Promulgated Under:	111.15
Statutory Authority:	111.15
Rule Amplifies:	3350.12