

University of North Texas Health Science Center (UNTHSC)
University of North Texas System College of Pharmacy (SCP)

Guidelines for Promotion and/or Tenure

Approved by Faculty: July 29, 2016

OVERVIEW OF THE PROCESS

This document serves to guide faculty toward achieving excellence in scholarship, teaching, clinical practice, and academic service to meet expectations for promotion and tenure for all faculty with appointments to the UNT System College of Pharmacy, referred to below as the SCP.

The Faculty Bylaws of the University of North Texas Health Science Center (UNTHSC) describe procedures for the appointment (Article V), evaluation (Article VI), promotion (Article IX), and, where applicable, tenure (Article X) and post tenure review (Article XI). SCP faculty are subject to these promotion and tenure policies to include process timeline, committee formulation and packet specifics and appointment ranks/titles.

While SCP faculty are subject to the policies of the UNTHSC, it is recognized that outstanding colleges of Pharmacy require a great variety of faculty expertise and experience to meet the missions of teaching, scholarly activity, clinical practice, and academic service. Indeed, a highly varied and diverse faculty is mission critical for outstanding Colleges of Pharmacy. It is the responsibility of the Faculty, Promotion & Tenure Committee, Department Chairs, and Dean to achieve collective wisdom in applying these guidelines.

Initiation of the Promotion and/or Tenure Process:

As described in Article X, Section B of the UNTHSC Faculty Bylaws, the individual faculty member initiates the promotion application process by consultation with the Department Chair. An important component of the promotion and tenure process is evaluation of professional growth that allows individual faculty to make an informed decision to initiate consideration for promotion and/or tenure. Components of this evaluation include yearly evaluations of faculty by the Department Chair, participation in the SCP faculty mentoring plan where appropriate, and periodic formal reviews by the SCP Promotion and Tenure Committee described below.

Responsibility of the Department Chair:

While it is a primary responsibility of the candidate, through his/her written narrative(s), to clearly define how the candidate contributes, in the chosen areas of emphasis, to the missions of the school, the Chair and the Promotion & Tenure Committee independently serve in an advisory capacity to the Dean's Office in assessment of the candidate's promotion and/or tenure application. The responsibilities of the Department Chair include:

- To advise faculty regarding promotion and tenure requests.
- To oversee and ensure that the Promotion & Tenure process is fulfilled as outlined in the UNTHSC Faculty Bylaws.
- To invite external letters of recommendation not specifically recommended by the candidate in addition to those suggested by the candidate for objective peer-review of the portfolio.
- To conduct annual evaluations and provide a comprehensive letter of evaluation to include recommendation to the Promotion & Tenure Committee. This letter should clearly identify the

areas of emphasis in academic endeavor upon which the recommendation is based. This letter should also address the individual's personal qualities, such as integrity, reliability, and collegiality.

- To communicate the status and recommendation by the Promotion & Tenure committee to the faculty requesting promotion and/or tenure.

SCP Promotion & Tenure Committee:

The SCP Promotion & Tenure Committee consists of six full time faculty members appointed on a yearly basis. All full time faculty holding the rank of associate professor or full professor are eligible to serve on the committee. The respective Departments of Pharmacotherapy and Pharmaceutical Sciences will each have three representatives on the committee. From each department, one committee member will be elected by the faculty of the department, one will be appointed by the department Chair, and one will be appointed by the Dean. The Dean also appoints the Chair of the Promotion & Tenure Committee. All members of the Committee are eligible to participate in committee deliberations but only faculty of higher academic rank than the faculty requesting promotion are eligible to vote on promotion and only tenured faculty are eligible to vote on tenure requests. Votes for tenure or promotion to full professor must involve a minimum of three eligible faculty members. In the event that the committee does not have three eligible faculty, ad hoc member(s) will be appointed by the Dean to serve in that case. Votes will be by secret ballot. In the inaugural committee after these guidelines are approved, one committee member from each department will serve for one year, one committee member from each department will serve for two years, and one committee member from each department will serve for three years. Lots will be drawn to determine the terms of each member. Thereafter, each term will be three years for all committee members. Faculty rotating off the committee will be replaced in the manner that they were elected or appointed to the Committee.

Responsibilities of the Promotion & Tenure Committee:

Responsibilities of the Promotion and Tenure Committee are

- To advise newly hired faculty, within the first six months of employment, on promotion and tenure guidelines and expectations.
- To conduct periodic reviews of faculty appointed at the rank of assistant professor to supplement yearly Department Chair evaluations and College Faculty Mentoring Plan for the purpose of providing guidance on progress toward promotion and/or tenure. This typically occurs at three-year intervals for assistant professors whose initial appointment is in the College but may occur sooner if requested by the Chair based on the candidate's exceptional performance or the candidate's previous service at another institution or both. After the periodic reviews, the Promotion & Tenure Committee shall provide a letter to the candidate, with a copy to the Department Chair and Dean, containing the Committee's opinion on the candidate's strengths and weaknesses, as well as guidance for future development related to promotion and tenure.
- To conduct a thorough and fair review of the dossier of a candidate requesting promotion and/or tenure and based on the SCP promotion and tenure guidelines, provide a recommendation on the request. The Committee shall provide a letter containing the Committee's recommendation to the Dean, with a copy to the Department Chair.

Distinction between Promotion and Tenure:

While the process of promotion within the ranks at the UNTHSC is more directly proportional to the academic achievements of the individual, the process of tenure is viewed as a long-term investment in the faculty member commensurate with sustained performance in the future along with prospects of positive teamwork, collaborations, and perceptions of being a collegial and valuable member of the UNTHSC.

PROMOTION GUIDELINES:

Promotion From Assistant Professor To Associate Professor

Candidates for promotion from assistant professor to associate professor must show positive growth in the respective areas. The list below is not exhaustive.

Category: Clinician/Educator Non-Tenure Track Faculty

To be considered for promotion to associate professor, a clinician/educator non-tenure track faculty member should be outstanding in two out of the three areas of teaching, scholarship, and clinical/academic service, with quality performance in the remaining area. The following list outlines examples of each area but is not exhaustive.

Teaching and related activities may include, but are not limited to the following:

- Demonstrates excellence in knowledge and skill in teaching as evidenced by student, and other sources of evaluations.
- Demonstrates depth and breadth of teaching competence.
- Actively participates in interdisciplinary and interprofessional teaching.
- Serves as an advisor and/or mentor to students, post-doctoral residents, post-doctoral researchers, or fellows.
- Is nominated for or receives teaching award(s) by the College, University, or professional organizations.
- Uses faculty development opportunities and teacher effectiveness tools to improve teaching.

Scholarship and related activities may include, but are not limited to the following:

- Independently or collaboratively (e.g., co-investigator) attempts to obtain or obtains funding (intramural or extramural) for support of creative scholarly activities including pedagogical projects.
- Authors scholarly publications (with being the primary or senior/corresponding author viewed more favorably), such as manuscripts, book chapters, abstracts, and posters that are published in refereed or peer-reviewed, nationally or internationally recognized, print or on-line journals.
- Serves as an editor or sole/lead author of a book.
- Presents results of scholarly or other creative works at international, national, regional, state, or local professional meetings.

Clinical service and related activities may include, but are not limited to the following:

- Achieves and/or maintains board certification or certification in relevant programs.
- Maintains or develops clinical programs and practice standards.

- Exhibits a high quality of expertise and effective clinical professional practice as evidenced by peer or health care professional documentation, such as receiving requests from other professionals for advice, consultants, referrals, or other.
- Receives favorable patient satisfaction evaluation if available.
- Receives service award(s) from practice site.

Academic Service and related activities may include, but are not limited to the following:

- Demonstrates involvement in support of the University, College, department, and other activities by serving on committees.
- Participates in College ceremonies and events.
- Participates as an expert in a professional field by serving local, regional, national, or international organizations as a conference organizer, speaker, or faculty participant.
- Attends (when appropriate) local, state, national, or international meetings.
- Contributes to the professional societies as evidenced by committee membership, chair of committees, program chairs, or other recognized activities.
- Participates in non-professional community service.
- Serves as an advisor or co-advisor to student organizations.
- Receives service award(s) from the clinical site, College, University, or professional organization.
- Serve as Resident Program Director and/or coordinator for post-doctoral residents or fellows.
- Serves as a reviewer for national or international professional journals or abstracts for a national or international professional meeting.

Category: Tenure Track Faculty without Clinical Component

To be considered for promotion to associate professor, a tenure track faculty member should be outstanding in the area of scholarship, and outstanding in one of the two areas of teaching or academic service, with quality performance in the remaining area. The following list outlines examples of each area but is not exhaustive.

Teaching and related activities may include, but are not limited to the following:

- Demonstrates excellence in knowledge and skill in teaching as evidenced by student, and other sources of evaluations.
- Demonstrates depth and breadth of teaching competence.
- Actively participates in interdisciplinary and interprofessional teaching.
- Serves as a major professor or preceptor that mentors students, post-doctoral residents, post-doctoral researchers, or fellows.
- Is nominated for or receives teaching award(s) by the College, University, or professional organizations.
- Uses faculty development opportunities and teacher effectiveness tools to improve teaching.

Scholarship and related activities may include, but are not limited to the following:

- Independently or collaboratively (e.g., co-investigator) attempts to or obtains funding (intramural or extramural) for support of creative scholarly activities including pedagogical projects.

- Demonstrates success or sustained effort in obtaining intramural or extramural funding support of scholarly activity.
- Serves as a primary or senior/corresponding author of scholarly publications, such as manuscripts, book chapters, abstracts, and posters that are published in refereed or peer-reviewed, nationally or internationally recognized, print or on-line journals.
- Serves as an editor or sole/lead author of a book.
- Serves as a reviewer and/or editor for national or international professional journals or abstracts for a national or international professional meeting.
- Presents results of scholarly or other creative works at international, national, regional, state or local professional meetings.

Academic Service and related activities may include, but are not limited to the following:

- Demonstrates involvement in support of the University, College, department, and other entities by serving on committees.
- Participates as an expert in one's field recognized by local, regional, national, or international organizations as a speaker or faculty participant.
- Participates in College ceremonies and events.
- Attends (when appropriate) local, state, national, or international meetings.
- Contributes to the professional societies as evidenced by committee membership, chair of committees, program chairs, or other recognized activities.
- Participates in non-professional community service.
- Serves as an advisor or co-advisor to student organizations.
- Receives a service award from the College, University, or professional organization.

Category: Tenure Track with Clinical Component

To be considered for promotion to associate professor, a tenure track faculty member with clinical component should be outstanding in the area of scholarship, and outstanding in one of the two areas of teaching or clinical/academic service, with quality performance in the remaining area. The following list outlines examples of each area but is not exhaustive.

Teaching, Scholarship, and Academic Service – see Tenure Track Faculty without Clinical Component

Clinical service and related activities may include, but are not limited to the following:

- Achieves and/or maintains board certification or certification in relevant programs.
- Maintains or develops clinical programs and practice standards.
- Exhibits a high quality of expertise and effective clinical professional practice as evidenced by peer or health care professional documentation, such as receiving requests from other professionals for advice, consultants, referrals, or other.
- Receives favorable patient satisfaction evaluation if available.
- Receives service award(s) from practice site.

Promotion From Associate Professor To Professor

The evaluation for the rank of professor is based upon the expectation that the candidate meets the minimum guidelines for the rank of associate professor, with additional positive evidence of growth in

one or more areas since attaining the rank of associate professor. These criteria are in addition to those for the promotion from assistant to associate professor.

Category: Clinician/Educator Non-Tenure Track Faculty

To be considered for promotion to professor, a clinician/educator non-tenure track faculty member should be outstanding in two out of the three areas of teaching, scholarship, and clinical/academic service, with quality performance in the remaining area. The following list outlines examples of each area but is not exhaustive.

Teaching and related activities may include, but are not limited to the following:

- Assumes responsibility for development, implementation, and management of courses.
- Provides leadership in curriculum development and implementation.
- Demonstrates innovation in teaching methods for didactic, laboratory, or clinical teaching.
- Maintains a high level of engagement in the scholarship of teaching.

Scholarship and related activities may include, but are not limited to the following:

- Consistently serves as a primary or senior/corresponding author of scholarly publications, such as manuscripts and book chapters that are published in refereed or peer-reviewed, nationally or internationally recognized, print or on-line journals.
- Serves as an editor or sole/lead author of a book.
- Creates intellectual property, e.g., patent applications, copyrighted software of relevant scholarly value.
- Serves as a reviewer and/or editor for national or international professional journals or abstracts for a national or international professional meeting.
- Presents results of scholarly or other creative works at international, national, regional, state or local professional meetings.
- Develops and conducts scholarly investigations as a primary investigator.
- Receives research or scholarship awards by the College, University, or professional organizations.
- Obtains funding (intramural or extramural) in support of scholarly activities either as a principle investigator, collaborator, or co-investigator.

Clinical Service and related activities may include, but are not limited to the following:

- Demonstrates growth and increase in responsibility in one or more examples of clinical services listed for Promotion to Associate Professor.

Academic Service and related activities may include, but are not limited to the following:

- Serves as a mentor to junior faculty members.
- Serves in a leadership role on the clinical site, department, College, or University committee.
- Serves in a leadership role in the implementation and support of the clinical programs, College, University, or professional organization.
- Provides leadership in a non-professional, community, or administrative role.

Category: Tenure Track Faculty without Clinical Component

To be considered for promotion to professor, a tenure track faculty member should be outstanding in the area of scholarship, and outstanding in one of the two areas of teaching or academic service, with quality performance in the remaining area. The following list outlines examples of each area but is not exhaustive.

Teaching and related activities may include, but are not limited to the following:

- Assumes responsibility for development, implementation, and management of courses.
- Provides leadership in curriculum development and implementation.
- Demonstrates innovative teaching methods for didactic, laboratory, or clinical teaching.
- Maintains a high level of engagement in the scholarship of teaching.

Scholarship and related activities include, but are not limited to the following:

- Demonstrates a track record of sustained extramural funding application with at least one funded in the past five years as principal investigator.
- Consistently serves as a primary or senior/corresponding author of scholarly publications, such as manuscripts and book chapters that are published in refereed or peer-reviewed, nationally or internationally recognized, print or on-line journals.
- Serves as an editor or sole/lead author of a nationally or internationally recognized book.
- Creates intellectual property, e.g., patent applications, copyrighted software of relevant scholarly value.
- Serves as a member of editorial board or editor for a national or international professional journals
- Presents results of scholarly or other creative works at international, national, regional, state or local professional meetings (with platform or invited presentations viewed more favorably).
- Receives research or scholarship awards by the College, University, or professional organizations.

Academic Service and related activities may include, but are not limited to the following:

- Serves as a mentor to junior faculty members.
- Serves in a leadership role on the clinical site, department, College, or University committee.
- Serves in a leadership role in the implementation and support of the clinical programs, College, University, or professional organization.
- Provides leadership in a non-professional, community, or administrative role.

Category: Tenure Track Faculty with Clinical Component

To be considered for promotion to professor, a tenure track faculty member with clinical component should be outstanding in the area of scholarship, and outstanding in one of the two areas of teaching or clinical/academic service, with quality performance in the remaining area. The following list outlines examples of each area but is not exhaustive nor is the faculty member expected to perform in every area to be considered.

Teaching and related activities may include, but are not limited to the following:

- Assumes responsibility for development, implementation, and management of courses.
- Provides leadership in curriculum development and implementation.

- Demonstrates innovative teaching methods for didactic, laboratory, or clinical teaching.
- Maintains a high level of engagement in the scholarship of teaching.

Scholarship and related activities may include, but are not limited to the following:

- Demonstrates a track record of sustained extramural funding application with at least one funded in the past five years as principal investigator.
- Consistently serves as a primary or senior/corresponding author of scholarly publications, such as manuscripts and book chapters that are published in refereed or peer-reviewed, nationally or internationally recognized, print or on-line journals.
- Serves as an editor or sole/lead author of a nationally or internationally recognized book.
- Creates intellectual property, e.g., patent applications, copyrighted software of relevant scholarly value.
- Serves as a member of editorial board or editor for a national or international professional journals
- Presents results of scholarly or other creative works at international, national, regional, state or local professional meetings (with platform or invited presentations viewed more favorably).
- Receives research or scholarship awards by the College, University, or professional organizations.

Clinical Service and related activities may include, but are not limited to the following:

- Demonstrates growth and increase in responsibility in one or more examples of clinical services listed for Promotion to Associate Professor.

Academic Service and related activities may include, but are not limited to the following:

- Serves as a mentor to junior faculty members.
- Serves in a leadership role on the clinical site, department, College, or University committee.
- Serves in a leadership role in the implementation and support of the clinical programs, College, University, or professional organization.
- Provides leadership in a non-professional, community, or administrative role.

TENURE GUIDELINES

The award of tenure indicates a record of sustained productivity and a commitment by the faculty member to continue to contribute to the success of UNTHSC. The award of tenure indicates a high probability of continued success in scholarship, teaching, and clinical/academic service. In turn, the institution commits continuous employment to the faculty member under which termination may occur only for good cause as defined in the Faculty Bylaws Article XII, Section B.

To achieve tenure, the faculty is expected to demonstrate sustained productivity in scholarship, teaching, and clinical/academic service. The expected level of activity in each of the three areas is reflected by their individual work assignments during their time on tenure track. To achieve tenure, faculty must demonstrate sustained outstanding performance in scholarship, and sustained outstanding in one of the two areas of teaching or clinical/academic service, with sustained quality performance in the remaining area.