

UMES School of Pharmacy Policy and Procedures on  
Promotion and Tenure of Faculty  
Revision: September 2015

## I. Introduction

The policy statement describes the criteria and procedures governing promotion/tenure for faculty personnel at the University of Maryland Eastern Shore School of Pharmacy. These criteria are to be applied in conjunction with policies, procedures, or guidelines promulgated by the University of Maryland Eastern Shore (UMES) and the University System of Maryland (USM).

The committee charged with developing and applying policies and procedures for promotion/tenure within the School of Pharmacy is the School of Pharmacy Promotion and Tenure Committee (SOP-P&T). The Policies and Procedures contained in this document are developed by SOP-P&T, with input and approval by the School of Pharmacy Faculty Council, and are made available on the pharmacy server and in the Frederick Douglass Library.

Promotion in rank shall be based on merit and cannot be considered automatic or simply the result of service to the University for a number of years. Moreover, successive reappointments or the completion of a specified period of service do not confer a right to appointment with tenure. Final authority for the promotion and granting of tenure of faculty resides with the Office of the President.

## II. Academic Tracks

The UMES School of Pharmacy has two tracks for appointment and advancement of faculty. All faculty members are eligible for promotion. However, only tenure track faculty are eligible for tenure.

### A. Tenure Track

According to the USM Board of Regents' Policy on Appointment, Rank and Tenure of Faculty, the ranks of tenure-track faculty consist of the following:

1. Instructor: The appointee ordinarily shall hold, at a minimum, the master's degree in the field of instruction, preferably with evidence of pursuit of the doctorate or other terminal degree. There shall be evidence also of potential for effective teaching and for a successful academic career.
2. Assistant Professor: The appointee ordinarily shall hold the doctorate or recognized terminal degree in the field of specialization. The appointee should also show potential for superior teaching, service, and scholarly activity commensurate with the mission of the institution.
3. Associate Professor: In addition to having the qualifications of an Assistant Professor, the appointee ordinarily shall have had successful experience in teaching and scholarly activity, and, when appropriate to the mission of the department, be competent to offer graduate instruction and direct graduate research. There shall also be evidence of relevant and effective service to the institution, the community, and the profession.
4. Professor: In addition to having the qualifications of an Associate Professor, the appointee ordinarily shall have established an outstanding record of teaching and scholarly activity and, where appropriate to the mission of the institution, a national reputation. There shall be continuing evidence of relevant and effective service to the institution, the community, and the profession.

## B. Pharmacy School Non-tenure Track Faculty

In accordance with the USM Board of Regents' Policy on Appointment, Rank and Tenure of Faculty, the ranks utilized for non-tenure track faculty will consist of the following:

1. Pharmacy School Instructor: The appointee ordinarily shall hold, at a minimum, the master's degree in the field of instruction, preferably with evidence of pursuit of further training in the field. There shall be evidence also of potential for effective teaching and clinical practice in the field of specialization.
2. Pharmacy School Assistant Professor: The appointee ordinarily shall hold the doctorate or recognized terminal degree, with training and experience in the field of specialization. The appointee should also show potential for superior teaching and clinical practice in the field of specialization. The appointee should also show evidence of scholarly/administrative ability.
3. Pharmacy School Associate Professor: In addition to having the qualifications of a Pharmacy School Assistant Professor, the appointee ordinarily shall have had successful experience in teaching and in clinical practice, with extensive experience working with and/or directing others (such as clinical professionals/faculty/graduate students/fellows/residents or interns) in clinical activities in the field. The appointee must also have demonstrated superior teaching ability and scholarly/administrative accomplishments.
4. Pharmacy School Professor: In addition to having the qualifications of a Pharmacy School Associate Professor, the appointee ordinarily shall have established an outstanding record of teaching and clinical practice, with significant teaching experience. There shall be continuing evidence of relevant and effective service to the institution, the community, and the profession.

Clinical faculty on a non-tenure track contract may request consideration for transfer of the position to the tenure-track. The Dean is responsible for choosing the appropriate career track for each faculty member in consultation with the faculty member, the department chair, and the chair of the SOP P&T. In making the choice, the Dean will take into consideration the faculty member's qualifications, experience, and career goals, and the SOP's academic, research and clinical requirements, as well as the school's financial resources. The amount of time spent in the non-tenure track to be credited towards promotion and tenure should be specified at the time of the transfer.

## III. Eligibility to Apply for Promotion and Tenure

- A. To be eligible for consideration for promotion/tenure, a tenure-track faculty member must excel in two of the three areas (teaching, scholarly activity, and service) and must demonstrate satisfactory activity in the third area.
- B. Typically, a minimum of five years in rank at the Assistant Professor or Associate Professor level is required prior to promotion to the next rank. Time spent in rank at another institution may be applied to fulfill the minimum.
- C. Non-tenure track faculty are also eligible for promotion to the appropriate rank. Evaluation of non-tenure track faculty should be conducted based on the primary responsibilities of the faculty. Non-tenure track faculty must excel in two of the three areas (teaching, scholarly activity, and service, including administration or clinical practice) and must demonstrate satisfactory activity in the third area.

- D. Promotion to Associate Professor
  - a. Accomplishments: Excel in two of the three areas of teaching, scholarly activity, and service, and demonstrate satisfactory activity in the third area. Have a regional reputation.
  - b. Promotions to the rank of Associate Professor carry immediate tenure for tenure-track faculty
  
- E. Promotion to Professor
  - a. The faculty member must demonstrate a sustained record of outstanding achievements in teaching, scholarly activities, and service.
  - b. Accomplishments: Sustained record of outstanding achievements and leadership in teaching, scholarly activities, and professional service. The faculty member is expected to excel in two areas, and must demonstrate significant activity in all three areas. Have a national or international reputation.
  
- F. In cases of mandatory tenure review, the department chair shall inform the faculty member in writing, by the first Friday in April of the fifth year of appointment for an assistant professor and by the first Friday in April of the mandatory review year for an associate professor that he or she is to be considered for tenure and/or promotion. Furthermore, a faculty member may receive consideration for promotion and/or tenure by requesting such consideration by the first business day in October of any year prior to his or her mandatory review year. As per the USM policy, denial of tenure resulting from the mandatory review will preclude any further consideration of the candidate for tenure.
  
- G. Following the granting of tenure a faculty member may receive consideration for promotion to Professor by requesting such consideration by the first business day of October of any year.

#### IV. Policy on Extension of Time for Tenure Review Due to Personal and Professional Circumstances

- A. Any faculty member may request an extension of time for tenure consideration based on personal or professional circumstances. Personal circumstances are individual or family situations that substantially impede normal professional development of the faculty member. They include, but are not limited to: childbirth or adoption, personal illness or injury, care of ill or injured dependents, or death of a spouse, family member, or other closely affiliated person. Professional circumstances are individual, departmental, or facility related situations that are beyond the control of the faculty member and substantially impede normal professional development of the faculty member. The University will normally grant no more than two (2) one-year extensions, each tied to a different initiating event. Such a request shall be made no later than the end of the Spring term prior to the year in which the individual is slated to be reviewed.
  
- B. No person shall be discriminated against in any promotion/tenure proceedings for seeking or obtaining an extension under this provision.
  
- C. Faculty members retain the option (see III.E.) to be considered for promotion/tenure sooner than the last year allowed by the extension.
  
- D. Procedures for Obtaining a Delay due to Childbirth or Adoption

1. Any tenure track faculty member who becomes the parent of a child by birth or adoption will automatically be granted a one-year extension of the deadline for tenure review by the Vice President for Academic Affairs, upon written notification by the faculty member's department.
2. A written request must be filed with the department chair not more than 90 days after the date of childbirth or adoption. A request for extension must include evidence of childbirth or adoption, and the documentation submitted must include the date of the event, and clearly identify the tenure track faculty member as a parent of the child or children and as the primary or coequal caregiver. It is the chair's responsibility to forward the request and supporting documentation to the Dean and the Vice President for Academic Affairs. The Vice President for Academic Affairs will send to the faculty member, the chair, and the Dean, a written acknowledgment of receipt of notification and a confirmation of the new deadline for tenure review.

E. Other Personal or Professional Circumstances

1. Tenure track faculty who request a one-year extension of time for tenure consideration based on other personal or on professional circumstances must make a written request to the department chair, that describes in detail the extraordinary circumstances warranting the extension, and that includes appropriate supporting materials. The request for extension and the rationale for the request shall be treated confidentially. Only the granting of an extension shall be made public.
2. An extension will be granted only for candidates whose record of scholarship, service and teaching indicates strong potential to meet requirements for tenure within the granted period of extension. Each decision concerning an extension will be made on a case-by-case basis.
3. The chair will forward the request and the chair's recommendation to the Dean. The Dean must submit the request, with the Dean's recommendation, to the Vice President for Academic Affairs, who will make the final decision for the campus.

V. Procedures for Applying for Promotion and Tenure and the Selection of Ad Hoc Departmental Promotion and Tenure Committees

- A. Each candidate must declare his/her intention to enter the promotion/tenure process by the first business day of October in the year of consideration and submit a list of at least five persons to serve on his or her ad hoc committee to the department chair by that date. Ad hoc departmental committees shall consist of three (3) members, all of whom are tenured and senior in rank to the individual being considered. Where there are not enough faculty of sufficient rank in a given department, faculty in an appropriate field from outside the department may be nominated by the faculty applying for tenure or promotion to serve on the ad hoc committee. It is the responsibility of the faculty member to demonstrate that the committee nominee is appropriate. The candidate must ensure that the individuals being nominated are willing to serve on the ad hoc departmental committee.
- B. The department chair will select three (3) committee members from among the persons suggested by the candidate if they are qualified to serve. The ad hoc committee will elect its own chairperson, who must be a member of the School of Pharmacy faculty. By the 15<sup>th</sup> of October or the next business day thereafter the department chair shall inform the candidate, the dean of the

school and the Vice President for Academic Affairs of the composition of the ad hoc committee which will review the candidate.

- C. The faculty member under consideration should submit one electronic copy of his/her dossier to the ad hoc committee chair by January 15th or the next business day thereafter in the year of consideration. The ad hoc committee chair will forward the electronic copy of the dossier and of this Policy and Procedures document to each of the references provided by the candidate (see VIII.C.). References will be asked to evaluate the file and provide a written assessment of the candidate within three weeks of receipt but no later than February 10. The ad hoc committee may also request an assessment from an independent reviewer outside of UMES, who is tenured and senior in rank to the candidate, and whose experience and area of expertise would allow him or her to evaluate the candidate.
- D. The faculty member under consideration shall submit two (2) attested notarized copies and one electronic copy of his/her dossier to the department chair by January 31st or the next business day thereafter in the year of consideration. The dossier shall include two (2) copies of the approved departmental policy on promotion and tenure.. It is the candidate's responsibility to ensure that the information presented in the dossier is accurate. Any misrepresentation of information will count against the candidate. The candidate is responsible for furnishing the ad hoc committee with such materials as are appropriate for consideration of his or her case. The department chair shall forward the dossiers to the ad hoc committee chair within three (3) business days after receipt. All documentation gathered by the ad hoc committee shall be held in confidence.
- E. The ad hoc committee shall meet together to evaluate the candidate, make its recommendation, and forward its recommendation and all supporting materials, both those furnished by the applicant and those obtained by the committee to the department chair by February 15<sup>th</sup> or the next business day thereafter. If the review committee's recommendation is negative, the candidate is so informed by the department chair and the review is terminated.
- F. If the committee's recommendation is positive, the department chair shall attach his or her recommendation and forward all materials to the dean by February 20th or the next business day thereafter. The dean shall attach his or her recommendation, forward all materials to the UMES Faculty Promotion and Tenure Review Committee, and notify the Vice President for Academic Affairs of this action by March 1<sup>st</sup> or the next business day thereafter. The UMES Faculty Promotion and Tenure Review Committee shall review every case forwarded to it. Upon receiving the materials and recommendations from all levels, the committee is charged to exercise due diligence in obtaining any additional materials required for evaluation. Upon-review of all materials, the committee shall submit its report and recommendation to the Vice President for Academic Affairs by April 15th or the next business day thereafter. The Vice President for Academic Affairs' recommendation along with pertinent materials shall be transmitted to the president by May 1st or the first business day thereafter for a final decision. The president's final decision shall be communicated promptly to the candidate in writing by May 15th or as stated in the USM policy. If the president's decision is negative, then the letter to the candidate shall specify the reasons for the decision and shall notify the candidate of the appeal procedures.

## VI. Notification and Appeals:

If, following a positive recommendation by the ad hoc committee, subsequent review at any level yields a negative recommendation, the responsible official at the level (the department chair, the dean, the chair of the UMES Faculty Promotion and Tenure Review Committee, or the Vice President for Academic Affairs) shall notify the candidate of that fact in writing within five (5) business days of forwarding the recommendation to the next level of review. The notification to the candidate shall (a) identify the level that produced the recommendation, and (b) provide a summary of the reasons for the negative recommendation. The candidate shall be entitled to review the dossier and all accompanying recommendations and respond in writing to any negative recommendation. The candidate's written response, if submitted within five (5) business days of receipt of the negative recommendation and supporting documents (i.e., dossier and all recommendations), shall be included in the candidate's file for consideration at each subsequent level of review. A faculty member has the right to appeal recommendations and decisions. Decisions may be appealed on procedural grounds only. The appeals procedures described in the UMES Promotion and Tenure Policy shall be followed.

## VII. Candidate Evaluation Criteria

- A. Criteria used in making evaluations shall be based upon the mission of the University of Maryland Eastern Shore School of Pharmacy. The candidate should satisfy the requirements of the USM Policy on Appointment, Rank and Tenure of Faculty.
- B. For promotion and/or tenure to any rank the candidate should hold the earned doctorate, or recognized terminal degree in the field of specialization from a regionally accredited or international reputable foreign institution. In extraordinary circumstances, the president, after consultation with the appropriate faculty committee at the institution, may waive the criterion of the earned doctorate.
- C. Each candidate will be evaluated as described below with respect to: (1) instruction and student advising, (2) research and scholarship, (3) service and contributions to the department, School, University and community. Collegiality, working together with others to promote the common good, is a component of all endeavors. Candidates should be aware that the criteria given below are meant to describe the activities that the faculty as a whole will be doing. There is not an expectation that every candidate will fulfill every item, and items not included can be used by the candidate to support his or her request for promotion and/or tenure. However, there is an expectation that every candidate will be able to show accomplishment in many, if not most, of the items in each area. Where specific expectations are given, they indicate a satisfactory level of activity. For example, in Scholarly Performance: one peer-reviewed publication every other year is evidence of satisfactory performance, whereas additional publications would be required as evidence of excellent performance. Similarly, making efforts to secure external funding is evidence of satisfactory activity, whereas securing external funding would be required as evidence of excellence. For all areas, mere quantity of output is not an automatic indicator of excellence. Any of the candidate's contributions listed in the dossier will need to be evaluated by all levels of reviewers as having scholarly character, and consisting of high quality and significance.

## Clinician-Educator Faculty Category

### Teaching Performance

1. Demonstrates knowledge and skill in teaching evidenced by student and peer evaluations.
2. Participates in the development and implementation of courses, curricula and/or residency programs; develops and supports innovative and effective teaching methods, approaches and evaluations.
3. Establishes and maintains a clinical practice site; serves as a preceptor for students on pharmacy practice experiences.
4. Demonstrates clinical excellence through continued learning from continuing education presentations, clinical practice, and/or periodic clinical skills reassessment.
5. Serves as academic advisor and mentor to students.
6. Serves as a mentor to other faculty and staff (including residents and clinical fellows).

### Scholarly Performance

1. Acquires and/or maintains appropriate licensure and specialty certification.
2. Develops and maintains a scholarly focus and maintains regionally/nationally/internationally-recognized scientific, pedagogical and clinical competence; conducts scholarly investigation (basic or clinical, including outcome study, education study, or case study).
3. Serves as a primary investigator or as a collaborator with other investigators; makes continuing efforts to secure external funding for support of scholarly activity.
4. Has an oral or poster presentation related to scholarly activity at regional/national/international meetings on the average of at least once every other year.
5. Presents results of scholarly activity as an invited seminar speaker.
6. Develops and/or teaches in continuing education programs; provides in-service instruction/training/presentations to health-care professionals; develops and/or teaches in faculty development programs.
7. Is the lead author or a major author of scholarly publications an average of at least once every other year in a nationally-recognized refereed (peer-reviewed) journal or online publication; authors or edits book chapters or books; publishes non-refereed articles.
8. Is a reviewer for scholarly material (refereed journal articles, books, grants, studies, scientific meeting abstracts).
9. Is regionally/nationally/internationally recognized as an expert and leader in his/her discipline.

### Service Performance

1. Clinical service: excels in clinical care and service to patients; devotes significant portion of time to clinical service activities; takes on leadership roles in development, implementation and evaluation of clinical programs.
2. Serves as a consultant in his/her area of expertise.
3. Actively contributes to the development and implementation of department/School goals, mission, policies and procedures; demonstrates active participation on committees and in

assessment/ quality improvement efforts within the department, School and/or the University.

4. Serves as advisor to student organizations.
5. Participates in University and School of Pharmacy ceremonies and events.
6. Maintains membership in appropriate professional organizations, attends appropriate local, state, national and/or international meetings; contributes to the leadership or organizational activities of appropriate professional societies.
7. Participates in community service related to the faculty member's area of specialization and/or the mission of the School.

### **Teaching-Research Faculty Category**

#### Teaching Performance

1. Demonstrates knowledge and skill in teaching as evidenced by student or peer evaluations.
2. Participates in the development, implementation, and management of classroom and/or laboratory courses; develops and supports innovative and effective teaching methods, approaches and evaluations.
3. Supervises and mentors students with independent studies and special projects.
4. Serves as academic advisor and mentor to students, and advisor to graduate and other research students.
5. Serves as a mentor to other faculty and staff (including post-doctoral fellows).

#### Scholarly Performance: Tenure-Track

1. Develops and maintains a scholarly focus and maintains regionally/nationally/internationally-recognized scientific, pedagogical and technical competence; conducts scholarly investigation (basic or applied, including laboratory research, social science research, education study, or case study).
2. Serves as primary investigator or as a collaborator with other investigators; makes continuing efforts to secure external funding for support of scholarly activity.
3. Is the lead author or a major author of scholarly publications an average of at least one every other year in a nationally-recognized refereed (peer-reviewed) journal or online publication; authors or edits book chapters or book; publishes non-refereed articles.
4. Is a reviewer for scholarly material (refereed journal articles, books, grants, studies, scientific meeting abstracts).
5. Has an oral or poster presentation related to scholarly activity at regional/national/international meetings on the average of at least once every other year.
6. Presents results of scholarly activity as an invited seminar speaker.
7. Develops and/or teaches in continuing education programs and/or faculty development programs.
8. Is regionally/nationally/internationally recognized as an expert and leader in his/her discipline.
9. If appropriate, acquires and/or maintains relevant licensure and/or specialty certification.

### Service Performance

1. Serves as a consultant in his/her area of expertise.
2. Actively contributes to the development and implementation of department/School goals, mission, policies and procedures; demonstrates active participation on committees and in assessment/ quality improvement efforts within the Department, School and/or the University.
3. Serves as advisor to student organizations.
4. Participates in University and/or School of Pharmacy ceremonies and events.
5. Demonstrates active participation in appropriate professional organizations and attends appropriate local, state, national and/or international meetings.
6. Participates in community service related to the faculty member's area of specialization and/or the mission of the School.

### VIII. Preparation of the Dossier

By the first business day of October in the year of consideration, in addition to submitting the letter of intent, the candidate will also submit to the department chair a draft copy of the dossier. The department chair by the first day of November will meet with the candidate to comment on the draft dossier and make any recommendations for improvement.

The candidate's dossier should include:

#### A. Table of Contents

#### B. Cover letter from the candidate

This letter affords the candidate an opportunity to portray his/her own accomplishments and plans for the future. This letter is the means by which the candidate personally addresses decision-makers at the various levels of the promotion process. This letter should speak to the responsibilities and accomplishments in the three major areas (teaching, scholarly activity and service) with evidence of unique accomplishments, innovative approaches, and peer recognition of achievements. A narrative summary of the results of student and peer evaluations should be included.

#### C. References/External Reviewers

The candidate will provide the names and addresses of four (4) persons outside of UMES who can serve as his or her references. The listing will include a brief description of the how the candidate knows the reference, and the professional qualifications of the reference.

#### D. Current Curriculum Vitae

This should be a full Vita, including comprehensive listings of teaching, scholarly, and service activities.

E. Additional documentation providing evidence of accomplishments as a UMES Faculty member.

Documentation should be representative, but not exhaustive. The candidate should be selective and choose examples of best work, providing materials that are highest quality, most relevant, and most persuasive at demonstrating the candidate's accomplishments. Submission of excessive documentation (e.g., a multi-volume dossier) will indicate that the candidate has not engaged in sufficient self-assessment.

1. Evidence of effective teaching could include.
  - a. Representative student evaluations (course and instructor) from two courses, and summary statistics for all courses taught (required).
  - b. Representative peer evaluations (required – submit four to six, if available)
  - c. Classroom: one or two examples of how classroom periods are structured including methods for actively engaging students in the learning process and ensuring that daily learning objectives are met.
  - d. Clinical Practice Site: one or two examples of how typical Advanced Pharmacy Practice Experience days are structured, and the methods used to ensure that abilities-based outcomes are met
2. Evidence of scholarly contribution in the area of specialization could include
  - a. Peer reviewed publications of original research  
Complete copies of the two most significant papers.
  - b. Review articles, book chapters, drug reports  
Complete copies of the two most significant papers.
3. Evidence of service could include
  - a. Review from committee chair(s) and/or peer evaluation(s) of committee service.
  - b. Examples of outcomes of committee work where the candidate made a significant contribution (e.g., proposals, policy statements, new programs).
  - c. Examples of clinical service or other professional service programs, along with evaluations, when available.
  - d. Written explanation highlighting one or two specific activities or service areas that the candidate feels are most important with an explanation of their significance and description of their outcomes.
4. Other documentation  
If there are any significant honors, awards, or documents that do not fit into teaching, scholarly activity or service, but that are relevant to the promotion/tenure evaluation process, they may be included here.

F. Letters of Support

A candidate should submit three letters of support from peers and collaborators within the School and/or University documenting collegiality in teaching, scholarly activity and service.

[Promotion and tenure documents from many institutions and departments were used as models and source material for the preparation of this document. Most significant are the proposed University of Maryland Eastern Shore Policy and Procedures on Promotion and Tenure of Faculty (Revision November 29, 2010) and policy documents from the University System of Maryland, University of Maryland College Park, University of Maryland Baltimore, and Creighton University School of Medicine.]

## Appendix A

**CALENDAR OF KEY DATES**

All departments will follow the following timeline that is in agreement with the UMES policy.

**DEPARTMENTAL/SCHOOL ACTIVITIES**

The first Friday in April of the 5 <sup>th</sup> year of employment	Written notification by the department chair to the assistant professor (5 <sup>th</sup> year of service) and associate professor (based on the contract) who has mandatory review.
By the first business day of October	Written notification by the faculty member to the department chair requesting Promotion and Tenure review. Submission of draft copy of dossier to the department chair.
October 15*	Written notification by the department chair to the candidate, the dean and the Vice President for Academic Affairs (VPAA) regarding the composition of the ad hoc departmental promotion and tenure committee(s).
November 1*	The department chair will meet with the candidate to comment on the draft dossier and make any recommendations for improvement.
January 15*	Submission of electronic dossier by the candidate to the ad hoc committee chair.
January 31*	Submission of final dossier by the candidate to the department chair.
February 15*	Recommendation of ad hoc committee to the department chair.
February 20*	Recommendation of the department chair to the dean.
March 1*	Recommendation to the university promotion and tenure review committee from the dean.
April 15*	Recommendations of university committee to the VPAA.

\* or the next business day thereafter

A log sheet will be included with the dossier to assist in the timely completion of the process. Sample sheet is included as Appendix B.

## Appendix B

**LOG FOR PROMOTION AND TENURE DOSSIER AND DOCUMENTS****Candidate  
Name:****Department:**

	<b>Name</b>	<b>Signature</b>	<b>Title</b>	<b>Date</b>	<b>Deadline</b>
1. Received dossier from the candidate.			Department Chair		January 31
2. Received dossier from the department chair.			Dept. P&T Committee Chair		February 3
3. Received dossier and recommendations from the ad hoc committee.			Department Chair		February 15
4. Received dossier and recommendations from the department chair.			Dean, School of Pharmacy and Health Professions		February 20
5. Received dossier and documents from the dean.			University Promotion and Tenure Review Committee		March 1
6. Received dossier and documents from the university committee.			Vice President for Academic Affairs		April 15
7. Received dossier and documents from the Vice President for Academic Affairs.			UMES President		May 1