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Department of Pharmaceutical Sciences

Promotion and Tenure Guidelines

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I. General

Appointments, reappointments, promotions and non-reappointments in the Department of Pharmaceutical Sciences (DPS) at Texas Tech University Health Sciences Center (TTUHSC) Jerry H. Hodge School of Pharmacy are governed by the Board of Regents' Rules (04.02), TTUHSC Tenure and Promotion Policy (HSC OP 60.01), School of Pharmacy Bylaws, and Department guidelines. Based on University Policy, the Board of Regents reserves the authority and responsibility for awarding tenure and advancement in rank of faculty. The Dean of the School of Pharmacy reserves the authority and responsibility for initial appointments with rank, annual reappointments during the probationary period for faculty on tenure track, and for all faculty on the non-tenure track. The primary responsibilities of Pharmaceutical Sciences faculty fall into three main areas: (1) teaching, (2) research and scholarly activity, (3) service (academic and professional). The primary criteria for appointment, promotion, and tenure within the Department of Pharmaceutical Sciences follow from those three areas of primary faculty responsibility. HSC OP 60.01 is the main source for information on the criteria and process of Promotion and/or Tenure in the Texas Tech University Health Sciences Center. This document addresses information specific to Promotion and/or Tenure in the Department of Pharmaceutical Sciences. It does not repeat items in HSC OP 60.01 when merely duplicative. As such, DPS faculty should be familiar with both documents.

II. Standards for Appointments, Reappointments, and Promotions

A. General

Promotion and/or tenure of faculty within the Pharmaceutical Sciences Department is contingent upon demonstrated and documented performance in three major areas: (1) teaching, (2) research and scholarly activity, and (3) service (academic and professional). The relative importance of the three major areas will be weighted based upon the faculty member's assigned duties and responsibilities in the School of Pharmacy. While faculty at TTUHSC enjoy Academic Freedom to pursue scholarly and educational activities relevant to their expertise, faculty also assume Academic Responsibility in carrying out those activities, as described in HSC OP 60.01.

For the purposes of this document and processes it governs, **Proficiency** (competence) is defined as: high degree, possessing a thorough ability derived from training and experience; **Excellence**, a higher order of achievement, is defined as: extraordinary proficiency characterized by superior accomplishments derived from training, experience and an extraordinary knowledge base.

III. Specific Criteria for Appointments, Reappointments, Promotions and/or Tenure

A. Teaching

The Standard:

Teaching refers to classroom teaching of professional and graduate students as well as their instruction in non-classroom situations such as laboratory courses, research laboratories, clinical settings, tutorials, and recitations. Teaching may also include advising and supervising undergraduate, professional and graduate students, as well as postdoctoral fellows in research projects. Continuing education lectures are considered a teaching activity. Teaching contributions may include publications concerning instructional techniques or curriculum development, and the development of teaching materials or new instructional methods and devices. Related activities may also be considered in evaluating the Teaching performance.

Teaching accomplishments, while sometimes difficult to evaluate, must be given a high priority. Important measures of good teaching are influence exerted on students (professional and graduate) and mastery of the field. Similarly, multidisciplinary teaching activities are important given the philosophy and mission of the School of Pharmacy. Since many classes are team taught at the TTUHSC School of Pharmacy, a well-rounded and broad background is essential. A faculty member must be willing and able to draw on a variety of disciplines and provide examples of importance and relevance to the practice and instruction of professional pharmacy and graduate students within their area of expertise. Faculty members are encouraged to demonstrate innovative teaching methods and are expected to incorporate current issues into their courses.

Documentation:

Teaching should be documented with respect to quality, quantity, impact, and outcomes of the Pharm.D. and M.S./Ph.D. candidates as well as other students. Documented improvements in the learning environment and curriculum supports a faculty member's record of teaching. Achievement of teaching excellence demands that the faculty member has earned a reputation as an excellent teacher from his students as well as his peers.

Documentation of accomplishments may include, but is not limited to, some combination of sources listed below. In joint endeavors, the evidence should specify the extent of each person's contributions.

1. **Performance**

    a. Professional and graduate courses, including continuing education, taught by the faculty member for the years preceding the application for promotion, with numbers of contact hours involved.

    b. Scope of teaching activities, such as the size and level of teaching load, and any exceptional responsibilities undertaken.

    c. Peer evaluations by colleagues/supervisors who are familiar with the faculty member's teaching, have team taught with the faculty member or have taught the faculty member's students in subsequent courses.

    d. Evaluation by student questionnaires designed to reflect teaching effectiveness and creativity.

    e. Development of innovative courses, preparation of innovative teaching materials or instructional techniques.

    f. Creative contributions to an instructional program, including development or significant revision of curriculum or course of study.

    g. Leadership within the faculty for curriculum development.

    h. Successful direction of individual Pharm.D. or M.S./Ph.D. candidates in such areas as independent studies, special student projects, and formal or informal student seminars.

    i. Academic advisement including professional and graduate students.

2. **Impact or Significance**

    a. Scholarly publications concerning teaching (textbooks, software, published lecture notes or articles).

    b. Evidence of innovation in teaching methods, course content, other learning experiences, curriculum development or revision, or contributions to educational theory.

    c. Evidence that contributions to teaching are being adopted or are affecting teaching programs at other institutions.

    d. Evidence of impact on the professional careers of former students and colleagues and junior faculty.

3. **Recognition**

    a. Recognition by peers for teaching contributions.

    b. Publication and adoption of textbooks, review articles or case studies.

c. Awards received in recognition of outstanding teaching.

d. Invitations from other institutions and departments within TTUHSC/TTU, to participate in their teaching programs or to mentor/evaluate faculty in their teaching activities.

e. Honorary lectureships/visiting professorships at other institutions and/or guest lectureships at national and regional meetings.

f. Awards/honors earned by Pharm.D. and M.S./Ph.D. candidates directly mentored/tutored.

g. Reviewer for teaching columns, chapters, books or software.

h. Invitations to serve as consultant in educational programs and methods.

i. Grants to support instructional activities.

j. Membership on special bodies concerned with teaching such as accreditation teams and special commissions.

k. Election to offices, committee activities and other important service to professional associations and learned societies including editorial work and peer reviewing as related to teaching.

B. Research and Scholarly Activity

The Standard:

Research is defined to include systematic collection and analysis of information for the generation of new knowledge, including investigative work as well as other peer reviewed contributions to the scientific and professional literature. Included under research are studies that involve laboratory, field, clinic, library and other sources of information. Tenured and tenure-track faculty within the Department of Pharmaceutical Sciences are required to conduct and publish original research, to obtain independent, peer-reviewed, extramural research funding and are encouraged to engage in other scholarly activity such as authoring patents, book chapters, books, and review articles. Written work that is not peer reviewed may support a faculty member's dossier, but by itself is insufficient evidence of proficiency in scholarly activity.

Proficiency (competence) and accomplishment in research are primarily documented by the presentation of publications based on original research and funded extramural grant applications. For demonstration of excellence in research, evidence must be submitted which not only illustrates independence and leadership in performance of research but also documents the impact or significance of the research and the recognition which the individual has achieved.

Documentation:

Evidence of original research or other creative scholarly activities includes, but is not limited to, the sources listed below. In joint endeavors, the evidence should specify the extent of each person's contribution.

1. **Performance**

    a. Listing of scholarly research publications, i.e., journal articles, patents, books, reports and monographs. The candidate should appear as primary or corresponding author in a reasonable number of refereed publications.

    b. Listing of presentations of original research at regional, national or international conferences: poster, oral presentations, section leader etc.

    c. Development of, or obtaining patents for, processes or instruments useful in solving important problems.

    d. Scholarly reviews of publications by the faculty member.

    e. Number of professional students, graduate students, postdoctoral fellows, and visiting professors advised and publications emanating from their work.

    f. Number of graduate committee memberships, by department and institution.

    g. List of grant applications to various sources including NIH, university, foundations, company, and state agencies.

2. **Impact or Significance**

    a. Workshop leader in an area of scientific and/or professional expertise.

    b. Scholarly reputation of the journals in which publications appear, including the reputation of publishers of book and monographs.

    c. Independent judgment of recognized experts concerning the quality of the research.

    d. Published evaluation of the research (as in book reviews, patents, responses in print).

    e. Evidence that research has stimulated the work of other researchers or provided new breakthroughs in the field.

    f. Evidence that research is making a contribution to other researchers by citation of research in other publications.

    g. External evaluations or reviews of grant applications

3. **Recognition**

    a. Consultant for governmental agencies, industry, professional groups, or serving as an expert witness.

    b. Awards received in recognition of outstanding research.

    c. Election or appointment as an Officer in national and international scientific organizations in recognition of outstanding research accomplishments.

d. 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.

e. Appointments to serve on scientific review or advisory committees which are based on research accomplishments.

f. Appointments as research consultants to state, national, international and company groups engaged in innovative or applied research.

g. Honorary degrees awarded.

h. Fellowship in national professional organizations.

i. Grants or contracts from company or private foundations to conduct research.

j. Competitive external grants and contracts to conduct research.

k. Competitive internal grants and contracts to conduct research.

C. Service

The Standard (Academic):

Academic service is oriented to the needs of the Department of Pharmaceutical Sciences, the School of Pharmacy, and TTUHSC. Academic service includes administrative roles in the Department, School and University, advising the administration on the hiring, advancement in rank and tenure of faculty, and membership and leadership in committees within the University.

Documentation:

Faculty members should document participation and contribution to academic service: committee assignments, contributions, leadership positions, attendance records, student activities and observations of colleagues. Evidence of academic service effectiveness may include, but is not limited to, the sources listed below. In joint endeavors, the evidence should specify the extent of each person's contribution.

1. Performance

a. Description of service activities in the Department, School, or University. This should include, for each activity,
   i. the nature of the service,
   ii. duration of service and the amount of time given,
   iii. role played by faculty member within the organization,
   iv. the accomplishments of service activity.

b. Other activities including mentorship programs for faculty, Pharm.D. and Ph.D.

candidates.

2. **Impact or Significance.**

    a. Evidence that service activities contributed in a meaningful way to the Department, School or University.

    b. Evidence that activities have resulted in creation or development of systems for improvement of the organization.

    c. Evidence that contributions have had important effect on policies and programs of the organization.

    d. Evidence that new knowledge, methods or policies derived from the service have diffused to other organizations or committees.

    e. Scholarly publications concerning service.

3. **Recognition**

    a. Honors and awards received in recognition of outstanding service contributions.

    b. Invitations from other institutions or organizations, including other departments within TTUHSC, to help plan, organize and review similar activities.

    c. Appointment to national committees related to service activities.

    d. Grants and contracts received to provide service.

The Standard (Professional):

Faculty members of TTUHSC should also make important contributions in the form of professional service. This may include service in professional organizations, grant review committees, journals (reviewer or editorial board member), and other activities targeted toward academic or scientific service.

Documentation:

Evidence of professional service contributions includes, but is not limited to, the sources listed below. In joint endeavors, the evidence should specify the extent of each person's contribution.

1. **Performance**

    a. Description of service activities outside the Department, School and University. This should include each organization or committee served, including;

    b. The nature of service,

    c. Duration of service and amount of time given,

    d. Role played by faculty member and status within the organization or committee served,

e. The accomplishments of service activity.

2. Impact and Significance.

a. Quality of service performed as assessed by external peer evaluation.

b. Evidence that service activity has contributed in a meaningful way to a professional organization.

c. Evidence that the contributions have had important effect on policies and programs of the organization.

d. Evidence that service has had a positive effect on the local community, state, or national level.

3. Recognition

a. Honors and awards received in recognition of outstanding service contributions.
b. Appointment to national committees related to service activities.
c. Grants and contracts received to provide service.

IV. Requirements for Ranks

The Standards and Criteria for Appointment and Advancement in Rank are detailed in TTUHSC OP60.01. Information specific for the Department of Pharmaceutical Sciences is included below. Each rank has distinct requirements in terms of terminal degree, years in rank, and levels for criteria. Terminal degree refers to the highest degree awarded in a discipline; the doctorate is the usual terminal degree. Faculty members recommended for appointment at the rank of Assistant Professor, Associate Professor or Professor must have earned the degree of Doctor of Philosophy, Doctor of Public Health, Doctor of Pharmacy, Doctor of Medicine, Doctor of Science, or equivalent within their area of expertise and have completed postdoctoral training

A. TENURE TRACK

As detailed in TTUHSC OP 60.01, time served on tenure track in Assistant Professor, Associate Professor, and Professor ranks shall count as probationary time toward the award of tenure.

a. Tenure may be awarded only at the Associate Professor and Professor ranks.
b. Only persons with full-time appointments shall be eligible for tenure.
c. Certain Senior Faculty may request appointment with Tenure if they received Tenure at their previous Institution or their qualifications merit tenure as determined by the Dean in consultation with the Faculty Affairs Committee.
d. The maximum probationary period is 7 years. If a tenure-track faculty is not awarded tenure by the end of their 7th year, they will receive notification that their appointment will not be renewed at the end of the 8th year.

e. Tenure track faculty may request early tenure if their accomplishments are exceptional.
f. For computing probationary periods for admission to tenure, the effective date of each appointment shall be September 1st of the calendar year in which the appointment is made.
g. Tenure track faculty may receive probationary credit for service at another institution of higher learning in their letter of appointment. The credit will be determined by the Dean in consultation with the Department Chair.

Request for Extension of Probationary Period

Tenure track faculty may also request an extension of their probationary period to accommodate extraordinary circumstances as described in HSC OP 60.01. Extraordinary circumstances include parenting a new child, caring for seriously ill family members, physical disasters affecting the faculty's research program, assuming extraordinary responsibilities at TTUHSC, or extraordinary service to government or professional organizations. The maximum extension that may be granted a faculty member is three years, regardless of the combination of circumstances.

A faculty member who wishes an extension of their maximum probationary period must request such in writing with justification to the Department Chair. The Chair, after seeking input from the Department Peer Committee, will forward a recommendation to the Dean. The Dean recommends to the President for final approval. The expectations and responsibilities during this period will be defined in writing by the Department Chair and approved by the Dean. A faculty member who is granted an extension of the probationary period will be judged and evaluated for Promotion and Tenure by the same standards as though there had been no extension. Requests for extension will only be considered when they are made prior to the start of the tenure review process (i.e., before submission of the tenure dossier).

1. Assistant Professor

The assistant professorship is the primary entry level position for tenure-track appointments at TTUHSC and the Department of Pharmaceutical Sciences.

Years in Rank: Individuals do not need a minimum number of years in a lower rank.

Levels for the Criteria: An assistant professor is appointed chiefly on the basis of promise, in which individuals should show potential of moving toward proficiency and excellence in the criteria appropriate to their work assignments. The individual should show potential for creative efforts in teaching, research/scholarly activity and service.

2. Associate Professor

The associate professorship is the middle rank at TTUHSC and the Department of Pharmaceutical Sciences.

Years in Rank: Under usual circumstances, individuals must serve at least five years as assistant professor, including the year when the promotion will be considered, before they are eligible for promotion to associate professor.

Levels of Criteria: Individuals must demonstrate proficiency in all three areas (teaching, research/scholarly activity, service) and show promise of excellence in teaching and research. The individual should have a mastery of the fundamentals of their own subject (research and teaching) and the ability to relate their knowledge well. Teaching should be of high quality and clearly documented. Research should be consistent and of high quality as documented with peer-reviewed research publications and extramural funding. One critical sign of this potential is the demonstration by the faculty member of a sense of consistency and growth in their work and a likelihood of continuing and emerging excellence. *In short, appointment or promotion to the rank of Associate Professor demands satisfactory proficiency (competence) in all three academic areas with promise of excellence in teaching and research.*

3. Professor

The professorship is the top rank at TTUHSC and the Department of Pharmaceutical Sciences.

Years in Rank: Under usual circumstances, individuals must serve at least five years as associate professor, including the year when the promotion will be considered, before they are eligible for promotion to professor.

Levels of Criteria: Individuals must show clear and convincing evidence of high levels of attainment in the criteria appropriate to their work assignments and the missions of the Department of Pharmaceutical Sciences and School of Pharmacy. Promotion to Professor should signify that the individual is an established figure in their specialty area (research and teaching). For research, faculty must demonstrate that they have attained a high level of success, as documented by peer-reviewed research publications and extramural grant funding, and have demonstrated a major contribution in their specialty. Teaching should be of the highest quality and clearly documented in support of excellence. *In short, appointment to the rank of Professor with tenure may be recommended for those faculty who have demonstrated satisfactory proficiency (competence) in all three academic areas with excellence in teaching and research.*

B. NON-TENURE TRACK

Faculty appointments in the non-tenure track series shall be reviewed annually by the Department Chair and by the Dean. Term appointments may be renewed. However, reappointment of any such position shall not create the right to a subsequent term appointment. Time served by persons in non-tenure track positions cannot be used as time accrued toward tenure.

A written notice of reappointment shall be given to non-tenure faculty prior to August 31 of each year for the following fiscal year. After a period of five years of service in the non-tenure track at the assistant professor level or three years at the associate professor or professor level, extended appointments not to exceed five years may be offered upon recommendation by department chair and approval of the dean.

Notice of non-reappointment will be issued to full-time non-tenure track faculty at least 4 months prior to August of 31 of the year in which it takes effect. After a period of five years of service in the full- time non-tenure track at the assistant professor, associate professor, or professor level, a written notice of reappointment or non-reappointment will be issued no less than one year prior to August 31 of each year.

1. Instructor

Degree: Individuals must have either a master's or doctoral degree in the appropriate field or discipline.

Years in Rank: Individuals do not need a minimum number of years in a lower rank.

Criteria for Level: Individuals should show competence in the criteria appropriate to their work assignments.

2. Non-tenure Track Assistant, Associate or full Professor

Non-tenure track assistant, associate, or professor appointments may be utilized as outlined in TTUHSC OP 60.01 for faculty who have the terminal degree in the appropriate discipline but whose assigned job responsibilities in the Department do not include the full breadth of a tenured or tenure-track faculty position.

Non-tenure track faculty positions in the Department are usually confined to either an academic appointment (with primarily teaching responsibilities) or a research appointment (with primarily scholarly/research responsibilities). In general, advancement from assistant to associate and full professor will mirror the qualifications, criteria and procedures specified for tenure track faculty in the Department. However, non-tenure track faculty members will be evaluated for promotion primarily based upon their specified job responsibility (either research or teaching) with reduced expectations in other areas. All faculty members are expected to perform academically-related service as well as contribute scholarship as part of their job duties at TTUHSC.

3. Adjunct and Visiting Faculty Appointments

Adjunct appointments may be used for faculty in non-tenure track appointments in the Department of Pharmaceutical Sciences whose primary appointments are at another institution or agency as described in HSC OP 60.01.

Visiting appointments at the associate or full professor level are reserved for distinguished individuals who meet the criteria for appointment in senior academic ranks. Visiting appointments may be part-time or full-time but are not continuing unless approved by the Dean.

V. Procedures for Promotion and Tenure

At the completion of first three years of the probationary period for a tenure-track faculty member, a mid- term review will be completed by the Department Peer Committee. The findings of the Peer Committee will be reported to the faculty member, the Department Chair, and the Dean.

All tenure track faculty members not yet tenured must be notified to seek peer review in writing by the Dean on or before **September 1st** of their sixth year or be advised that the untenured faculty member will be given a terminal, one year contract at the beginning of September.

A. Petition for Promotion/Tenure Review

In order to receive initial consideration for promotion/tenure, an eligible faculty member must petition that they be considered.

The petition shall be in writing and presented to the Dean of the School of Pharmacy, the Chair of the Department of Pharmaceutical Sciences, and the Chair of the Faculty Affairs Committee no later than **June 1st** of the year the faculty member desires to undergo review.

The petition shall request peer review for promotion, tenure, or both. The petitioning faculty member will then have until **July 1st** to prepare and submit a dossier to the Department Chair.

B. Preparation of Dossier for Promotion/Tenure Evaluation

The first key step in preparation for review is the responsibility of the faculty member. A dossier of the faculty member's accomplishments must be prepared for evaluation. Verification of the contents of the dossier is a cooperative endeavor between the Department Chair and the faculty member. The purpose of the dossier is to present evidence for the faculty member's qualifications for promotion and tenure.

The dossier should be prepared in a comprehensive manner, but should also include concise summaries. Guidelines for the organization, content and structure of the dossier are given in the "**Format Guideline for Promotion and/or Tenure Dossier**" which is published on the Department of Pharmaceutical Sciences web page. The "Format Guidelines" are to be reviewed by the Department every two years.

C. Procedures for Review of Tenure / Promotion Application

The dates of the annual Tenure and Promotion cycle are set by the University and are usually released in March of each year. (dates may vary with Bylaws and those below)

Review of Petition for Tenure/Promotion by the Department Peer Review Committee

The petitioning faculty member must submit their complete dossier and supporting materials to the

Department Chair on or before July 1st. Once the Department Chair has received the faculty member's complete dossier and supporting affidavits, the Department Chair shall call a meeting of the Departmental Peer Review Committee. This Committee shall be composed of all tenured faculty in the Department for a petition for tenure, or of all Department members at a higher academic rank than the petitioner for promotion review. The Departmental Peer Review Committee will review the faculty member's performance according to the criteria, standards and guidelines of the Department for promotion and tenure, current at the time the faculty member petitions for peer review, including any other relevant information submitted by the petitioner. The Department Peer Review Committee will vote anonymously on the petition.

Neither the Chair of the Department nor the Dean of the School shall participate in the Departmental Peer Review Committee deliberations and vote. Only those votes that contain a justification for the vote shall be recorded. The tally of votes and the justifications shall be transcribed to maintain confidentiality by the Peer Review Committee Chair and appended to the petitioner's dossier by the Department Chair. **The results of the Peer Review Committee deliberations and vote shall remain confidential.**

D. Review by the Chair of Department of Pharmaceutical Sciences

Once the results of the Departmental Peer Review Committee have been completed, the Department Chair shall write a recommendation for promotion and/or tenure with justification. The Department Chair shall also solicit external peer reviews of the petitioner's dossier. The Chair's written recommendation and all external peer reviews as well as the petitioner's dossier and all affidavits and information given by the faculty member shall be presented to the Chair of the Faculty Affairs Committee **no later than October** 1 of the academic year the faculty member petitions for peer review.

E. Review by the Faculty Affairs Committee and Dean of the School of Pharmacy

The entire dossier, including supporting information, and recommendations will be reviewed by Faculty Affairs Committee and subsequently, the Dean of the School of Pharmacy as written in the School of Pharmacy Bylaws. The complete dossier along with all appended affidavits, information, recommendations and external reviews will be presented to the President according to the University prescribed time-table

F. Review by the President of TTUHSC

The President shall review the dossier together with the supporting materials and forward his/her recommendation to the Board of Regents.

G. Board of Regents

The Board of Regents of the University will grant or deny tenure/promotion.

VI. Non-Reappointment of Faculty on Tenure Track Probationary Appointment

Notice of non-reappointment of non-tenured faculty members on tenure track probationary appointments shall

be given in writing in accordance with HSC OP 60.01. Non-tenured faculty may appeal of a notice of Non-Reappointment as described in HSC OP 60.01 Section 10.

VII. Grounds for Dismissal of Tenured Faculty and Termination of Non-Tenured Faculty During Their Appointment

Termination of employment or dismissal of a tenured faculty member and of all other faculty members before the expiration of the stated period of appointment (except by resignation or retirement) will be for cause only and will follow procedures outlined in HSC OP 60.01 Section 11.

VIII. School of Pharmacy Hearing Committee

As defined in the School of Pharmacy Bylaws, the Hearing Committee is charged with hearing cases of dispute of dismissal of tenured faculty or non-tenured faculty during their appointment. The hearing shall be scheduled upon request of the faculty member who has been dismissed. The Hearing Committee shall function according to TTUHSC OP 60.01 and School of Pharmacy Bylaws.