

PROMOTION AND TENURE GUIDELINES

(Appendix I to Bylaws of the Faculty)
College of Pharmacy
University of Arkansas for Medical Sciences

*Successor guidelines approved on April 29, 2011
(originally approved on July 7, 1998; last amended on March 7, 2006)
Last amended in May 2018, revised by vote on May 6, 2021*

This version of Promotion and Tenure Guidelines, serves as Appendix I to the Bylaws of the Faculty, College of Pharmacy, University of Arkansas for Medical Sciences. This version supersedes and replaces all previous versions, amended or otherwise modified by vote of the faculty.

This version is compatible with and derived from the governing guidelines and policies of the Board of Trustees, University of Arkansas as well as UAMS campus wide policies and guidelines. University of Arkansas Board Policy 405.1 provides the definitions, rights and obligations related to tenure, as well as the foundation for the promotion and tenure guidelines and process described below. Review of the latest revision of the Board Policy is advised prior to proceeding (<http://www.uasys.edu/policies/405.1.PDF>).

It shall be the responsibility of the Committee to evaluate all COP faculty candidates for promotion and/or tenure in accordance with guidelines set down in this document which shall be the only basis for evaluation.

I. Basis of Promotion and Tenure

The basis for promotion and tenure in the College of Pharmacy are the demonstrated abilities and accomplishments of the individual, while in the current rank and appointment type (tenure or non-tenure track). Specific focus is given towards those activities and accomplishments that represent the primary areas of teaching, scholarship, and service.

II. UAMS College of Pharmacy Faculty Appointments and Annual Evaluations

The College of Pharmacy faculty consists of individuals who are on a developmental pathway in a tenure or non-tenure track. The guidelines and criteria for promotion are outlined below.

There are several different appointment characteristics for the faculty of the College. Some are readily identifiable such as research-focused, teaching-focused, clinical, split-funded, etc. While these designations are important and useful for the College and Departments in executing its mission, they do not alter or modify the primary criteria for promotion or tenure. Nevertheless, as seen below, the promotion and tenure process in the College of Pharmacy involves an awareness of the context of a faculty member's appointment and designated duties. This awareness in no way dilutes the fundamental criteria for promotion and tenure; rather it serves to evaluate the activities and accomplishments of each faculty member within the scope and parameters of their responsibilities. The faculty of the College of Pharmacy believes that contributions in **teaching**, **scholarship**, and **service** activities should be sufficiently demonstrated by all faculty to garner

the recommendation of their peers and administrators for promotion in rank and tenure (where applicable).

The roles and responsibilities for individual faculty members shall be outlined within their most recent appointment letters and annual evaluations by their department chair. Should a faculty member switch tracks (tenure track to non-tenure track or vice versa), an updated appointment letter shall outline changes in roles and responsibilities in accordance with the change in track. It is the responsibility of the faculty member to maintain any changes with time and effort and must be coordinated with and approved by the department chair. Annual evaluations by the department chair are adequate to document the expectation of the faculty.

III. Promotion and Tenure Committee Composition, Election, & Voting

1. Membership shall consist of seven members of the voting faculty who hold the rank of associate professor or professor and who are elected by the entire faculty. The distribution of the seven members shall be as follows:
 - Two (2) tenured faculty from the Pharmacy Practice Department,
 - One non-tenure track faculty from the Pharmacy Practice Department,
 - Three (3) tenured faculty from the Pharmaceutical Sciences Department,
 - One at large faculty from either department (tenured, tenure-track, or non-tenure track).
 - Three (3) alternate tenured members, one from Pharmaceutical Sciences and two from Pharmacy Practice.
2. The members and alternates shall be elected annually by May 15 by the faculty. The ballot will contain all open positions, including alternates. The election will be conducted by written secret ballot (same procedure as outlined in Article IX. C.). Members shall serve staggered, two-year terms and the alternates shall serve one-year terms.
3. In the event a member of the committee resigns or is unable to complete the term of membership, the alternate from the same department shall complete that member's two-year term. The faculty shall then elect a new alternate member.
4. Should a member of the committee seek promotion, the alternate from the same department shall serve for the member for the duration of the promotion and tenure review process that Fall. In the case of a non-tenured member's resignation or inability to complete the term of membership, the faculty shall elect a new non-tenured member.
5. The dean, associate and assistant deans, and department chairs are not eligible for election to the Promotion and Tenure Committee. If a member of the committee provides direct supervision or is a significant other or first degree relative of the faculty member being evaluated, that member will recuse themselves from the discussion and vote of the candidate. An alternate will serve in place of the recused member for the discussion and vote pertaining to the candidate. The Committee member with a conflict will leave the room during the discussion of that candidate.
6. Alternate committee members may not attend P&T meetings unless selected to serve on the committee as defined.
7. Only those members of the Committee holding tenure may vote on the question of tenure.
8. The Committee chair shall be elected annually by the Committee no later than June 15 and must have tenure.

IV. Promotion & Tenure Process

A. An important note about CONFIDENTIALITY

Discussions by the committee are confidential; failure of any member to comply with maintaining confidentiality may result in forfeiture of eligibility for membership of the Promotion & Tenure Committee.

B. Committee Responsibilities and Time Frame

1. The dates below will be adhered to by the Promotion & Tenure Committee:

By May 31	P&T Committee should be seated by the faculty. The Dean will call the first meeting.
By June 15	P&T Committee chair will be elected annually by P&T Committee members for a term extending through May 30 the following year.
July 1	Deadline for department chairs to notify the Dean who is seeking promotion &/or tenure
August 1	Deadline for department chairs to receive draft dossier from candidates
August 15	Deadline for COMPLETE dossiers to be submitted by department chair to the P&T Committee chair and to the Dean; the dossier must include a letter from the chair. A list of external reviewers is due to the Dean's office..
By Sept 1	External reviewer letters solicited by the Dean's office; all items sent to external reviewers.
Oct 15	External reviewer letters due back to P&T Committee.
Nov 1	All completed packets (including external review letters) are compiled and distributed to P&T Committee members.
Dec 1-15	Final letter(s) prepared by P&T chair.
Dec 31	Deadline for letter(s) from P&T chair to Dean.
January 15	Promotion and Tenure Chair calls for interim review submissions
Mar 1	Deadline for receipt by P&T Committee of portfolio for interim reviews.
May 1	Non-binding review letters distributed to faculty who sought interim review.

2. Recommendations for promotion or tenure shall originate with the department chair, who shall inform the faculty members who are being considered for promotion or tenure and shall give them the opportunity to submit material which they believe will facilitate consideration of their competence and performance. (Board Policy 405.1 IV. A. 5.)
3. Faculty candidates are responsible for providing the documentation of their activities to support the promotion and/or tenure nomination. Detailed descriptions of the types of activities and documentation desired by the Committee are provided later in this document along with the general criteria for achieving a positive recommendation.
4. The Promotion and Tenure Committee will require electronic submission of dossier materials with the exception of evidence that is available in paper format only (i.e. textbooks, etc.).
5. The external review process will be completed for each candidate. (See below.)
6. The votes regarding faculty members' promotion and tenure will be taken by secret ballot.

7. The committee shall make separate recommendations to the Dean for promotion and tenure for each candidate.
8. The Dean will review all materials and recommendations and make his/her recommendation to the Provost regarding each request for promotion and/or tenure.
9. Prior to forwarding the recommendations to the Provost, the Dean shall convey his/her written decision along with the Promotion & Tenure Committee's recommendation to the candidate and the candidate's department chair.
10. If the Dean's recommendation is negative,
 - A. the faculty member may respond to the negative recommendation(s) by submission of a letter to the Dean within five (5) working days following notification. The Dean may change the recommendation or uphold the negative recommendation. Following a negative recommendation by the Dean, the candidate will be given the opportunity to withdraw from consideration. In the case a candidate in tenure track withdraws from consideration, the timeline leading to terminal appointment will apply. The faculty member may elect to withdraw from further consideration at any time prior to the time the recommendation is sent to the Provost. A request for withdrawal from consideration must be documented in writing to the chair of the Promotion and Tenure Committee, the Dean, and the faculty member's department chair. Following this request, all materials and letters of review will be destroyed.
 - B. After reviewing the faculty member's written response, the Dean's recommendation will be forwarded by January 15 to the Provost for consideration. If the Dean's recommendation remains negative, the faculty member may respond to the negative recommendation(s) by submission of a letter to the Provost by January 31. If requested by the Provost, a copy of all supporting documentation will be provided.
11. The final decision will be communicated to the faculty candidate following the decision by the University of Arkansas Board of Trustees and President of the University according to their timeline.

C. External Review Process

1. The Department Chair will submit to the Dean the names and contact information for a minimum of six potential external reviewers. The candidate may provide names of up to four external reviewers while the other names shall be provided by the Department Chair.
2. Solicitation of the potential external reviews will be coordinated by the Dean's office.
3. Solicitations of evaluation letters from external reviewers will include a copy of the College's criteria for awarding promotion and/or tenure (i.e. the present document) and the performance documentation as submitted by the candidate.
4. To be eligible to provide an external review, individuals shall hold rank and tenure (when applicable) at a level at or above that to which the faculty member is seeking promotion. Individuals should not have served as a mentor, advisor, nor significantly collaborated with the faculty member seeking promotion (i.e. a significant collaboration includes serving as a co-author or co-investigator in the previous 3 years).
5. The Dean will invite external reviewers to provide an evaluation of the candidate. The Dean's invitation will:

- request the reviewer to explicitly state his/her qualifications for providing the review.
 - request the reviewer to describe any relationship with the candidate, past and present.
 - request the reviewer to evaluate the candidate's performance against the UAMS College of Pharmacy promotion criteria and provide a letter stating the opinion.
 - inform the reviewer that the review is confidential.
6. All letters received from external reviewers will be available for review by the P&T Committee members. Letters disclosing a relationship as mentor, advisor, or significant collaborator will not be considered by the Committee. The letters will not be disclosed to the candidate.

D. Switching Pathways

1. A candidate in the non-tenure pathway may switch one time to the tenure pathway with the permission of the department Chair and the Dean. A candidate in the tenure pathway may switch one time to a non-tenure pathway with the permission of the department Chair and the Dean.
2. For individuals who are granted a transfer from a non-tenure track to a tenure track position, the probationary period in the tenure-track will begin the day of transfer.

V. Documentation for Review

Faculty candidates are responsible for providing the documentation of their activities to support the promotion and/or tenure nomination. The table below outlines items to be included as documentation by the faculty candidate in the dossier. The list is not all-inclusive as there may be other items unique to a faculty member which should also be included. Items should be ordered as below. With failure to comply, the dossier will be returned to the faculty member without review.

General Overview
Recommendation letter from the Department Chair that includes a statement regarding willingness to share in teaching assignments
Cover/petition letter addressed to the Promotion & Tenure Committee that includes: <ul style="list-style-type: none"> ● Current rank ● Tenure status ● Rank and/or status sought ● Comprehensive summary of major activities and accomplishments in the areas of teaching, scholarship, and service, and self-evaluation of progress in rank to date
CV
Initial appointment letter or promotion/tenure letter (for candidates who have already been promoted and/or tenured within the College of Pharmacy, for new hires after July 2018)
Recommendation letter from a direct supervisor (if applicable)
Letters of support from professional colleagues, peers, and trainees, both on and off campus, who are familiar with the quality and significance of the faculty member's work
Teaching
Summary of teaching activities in a table format (course, role, contact hours) addressing: <ul style="list-style-type: none"> ● Didactic teaching in core and elective courses in professional and graduate programs ● Experiential teaching ● Course coordination

<ul style="list-style-type: none"> ● Mentoring of graduate students ● Postgraduate teaching, training, and mentoring ● Interprofessional teaching ● Invited lectures outside of UAMS ● Mentoring and academic advising ● Educational course and/or curriculum development
<p>Self-evaluation of didactic teaching addressing:</p> <ul style="list-style-type: none"> ● Student instructor evaluations ● Peer teaching evaluations ● Course evaluations ● Trainee and mentee evaluations
<p>Self-evaluation of experiential teaching addressing:</p> <ul style="list-style-type: none"> ● Student, resident, and/or fellow evaluations and comments ● Peer evaluations (if applicable)
<p>Self-evaluation of training, mentoring and advising efforts</p>
<p>Teaching certificates and/or development activities</p>
<p>Teaching awards</p>
<p>Published textbooks or textbook chapters</p>
<p>Teaching innovations</p>
<p>Documentation included in the Appendix:</p> <ul style="list-style-type: none"> ● Student evaluations with comments ● Peer evaluations ● Course evaluations ● Representative examples of teaching materials and handouts ● Selected textbooks and/or chapters in a textbook ● Hyperlinks to websites and/or learning management systems hosting examples of teaching activities and materials ● Representative examples of workshops and CE materials and handouts ● Award letters and certificates
<p>Scholarship</p>
<p>Summary of research/scholarly activities with self-evaluation of scholarly accomplishments</p>
<p>Summary of grants, including agency and role:</p> <ul style="list-style-type: none"> ● Funded grants as PI or Co-PI ● Unfunded grants ● Contracts
<p>Comprehensive list of peer-reviewed publications</p>
<p>Comprehensive list of non peer-reviewed publications</p>
<p>Patents, inventions, and disclosures</p>
<p>Therapies and drugs approved or in clinical development</p>
<p>Books and/or book chapters</p>
<p>Original or copyrighted materials (software, tools)</p>
<p>Invited lectures</p>
<p>Presentations (including poster or podium), abstracts, seminars</p>
<p>Professional recognition:</p> <ul style="list-style-type: none"> ● Editorial work ● Study section memberships (standing and ad hoc) ● Consultations

Honors, awards, designation as fellow in major scientific or professional organization or similar practice achievement recognition
Documentation included in the Appendix: <ul style="list-style-type: none"> ● Grant award letters ● Grant critiques ● An example of a recently funded grant ● Selected publications ● Citation report ● Selected book/book chapter ● Patent issue letters ● Selected patent application ● Letters of professional recognition, awards and honors
Service
Summary and self-evaluation of service activities
Summary of clinical service, including: <ul style="list-style-type: none"> ● clinical services provided ● new clinical services developed ● impact of services on economic, clinical, or humanistic outcomes
Academic service: <ul style="list-style-type: none"> ● service to the department ● service to the College ● service to the University or other institution (e.g., practice site)
Service on professional committees and boards at the state/regional/national/international levels
Officer in a professional organization
Contributions to organization of professional meetings/symposia/conferences
Contributions to professional education programs
Contributions to public health policies and/or programs
Editorial/editorial board service
Service as a referee for professional or scientific journal(s) and/or meetings/symposia
Service to student organizations
Service activities that require on-demand participation (e.g., providing a peer teaching evaluation, facilitating a small group session, appearing on TV or presenting to the legislature on behalf of UAMS or the COP, etc)
Public and community service programs including health-related programs and initiatives
Certifications and credentialing
Documentation and evidence for service activities should be included in the Appendix
Appendix

A. Criteria for Positive Recommendation concerning Promotion

1. Criteria for granting promotion must be relevant to the objectives and goals of the College of Pharmacy, the University of Arkansas for Medical Sciences and the University System. Criteria for reappointment and promotion are provided (Rubrics 1-2).
2. Promotion to a given rank requires that the individual has shown substantial progress and achievement and has attained the qualifications expected of the next rank. It is not based on time in rank only. In certain cases an individual might be considered a

valuable faculty member at a certain rank for many years, yet without showing sufficient progress to merit promotion.

3. The faculty of the College of Pharmacy believes that proficiency in teaching, scholarship, and service activities represent the fundamental criteria for evaluation for all levels of faculty rank. Successful advancement in rank necessitates evidence of a progressively higher order of commitment, achievement and reputation within these criteria according to the rubric that applies to the faculty candidate seeking advancement. Achievements must be judged relative to the individual faculty member's responsibilities and assignments, as defined in their letters of appointment, and any other documents submitted to the Promotion & Tenure Committee.
4. Rubrics 1 and 2 define the expectations for promotion to Associate Professor and Professor, respectively. In general:
 - Assistant Professors are expected to reach Achievement Level 1 for all areas (teaching, scholarship, and service).
 - Associate Professors are expected to reach Achievement Level 2 in the primary area of focus and maintain Achievement Level 1 for the other areas.
 - Full Professors are expected to establish a national or international reputation and either reach Achievement Level 3 in the primary area of focus while maintaining Achievement Level 1 in the other two areas OR reach Achievement Level 2 in two areas while achieving level 1 in the third area.

Within an Achievement Level, the listed criteria are not intended to be inclusive or exclusive, only indicators of meeting that level of achievement. These achievement levels will be used in preparation of documentation that is required to be promoted and tenured in the tenure track, and promoted in the non-tenure track faculty rank.

5. Although a candidate for promotion or tenure may satisfy criteria for an achievement in two of three areas, a candidate should not double count his/her efforts and should instead make a case for one area or another. For example, if a faculty member gives a presentation regarding service, the activity should be counted as either service or scholarship, but not both. It is the faculty member's decision to determine which category the activity should be considered.

B. Rubrics

1. Promotion to Associate Professor

Advancement to the rank of associate professor is based on clear evidence of substantial development and commitment to the College.

Rubric 1: Guidelines and Achievement Levels Required for Promotion from Assistant Professor to Associate Professor

Promotion	Teaching	Scholarship	Service
Non-tenure Track or Tenure Track			

Assistant Professor to Associate Professor	At least a Level 2 in the area in which the majority of their time and effort is assigned, and at least a Level 1 in the other 2 areas		
Modified Appointments (not eligible for tenure)			
Adjunct Assistant Professor to Adjunct Associate Professor	At least a Level 2 in the area of focus, with other areas being NR.		
Clinical Assistant Professor to Clinical Associate Professor	1	1	1
Research Assistant Professor to Research Associate Professor	NR	2	NR

NR=not required

2. Promotion to Professor

Advancement to the rank of professor is based on clear and substantial evidence of the highest standard of achievement and commitment to the College. The candidate shall demonstrate achievement as shown below (Rubric 2). In addition to achieving the required levels in teaching, scholarship, and service, the candidate must demonstrate evidence of a national and/or international reputation.

They shall also demonstrate the skills of an effective and committed teacher; substantiated by objective evidence. If active in clinical care, their record of achievement and advancement of quality clinical care must be evident. Evidence of service to the college, university, and/or profession should reflect a degree of responsibility, leadership, and involvement above simple committee membership and passive academic citizenship. It is expected that the candidate will show evidence of excellence since their appointment as associate professor in at least two criteria areas.

Rubric 2: Guidelines and Achievement Levels Required for Promotion from Associate Professor to Professor

Promotion	Teaching	Scholarship	Service
Non-tenure Track or Tenure Track			

Associate Professor to Professor	Evidence of a national and/or international reputation AND EITHER At least a Level 3 in the area in which the majority of their time and effort is assigned, and at least a Level 1 in the other areas, OR At least a Level 2 in two areas and at least a Level 1 in the other area.		
Modified Appointments (not eligible for tenure)			
Clinical Associate Professor to Clinical Professor	2	1	2
Adjunct Associate Professor to Adjunct Professor	At least a Level 3 in the area of focus, with other areas being NR.		
Research Associate Professor to Research Professor	NR	3	NR

NR=not required

C. Descriptions of Achievement Levels

1. Teaching

Teaching is expected of all faculty. Teaching responsibilities under consideration will encompass didactic instruction in professional and graduate courses, experiential instruction in professional and postgraduate programs, mentoring professional and graduate students, residents, fellows, and less experienced faculty, and providing laboratory instruction.

Level 1: Must demonstrate ability to achieve all of the following:

- Communicate effectively and present information and concepts in a clear and well organized fashion
- Utilize useful instructional materials and provide timely updates to teaching materials
- Write clear and appropriate test questions (if participate in writing exams)
- Obtain student evaluations for individual faculty that indicate minimally acceptable standards of teaching effectiveness in experiential teaching (if applicable, indicated by achieving a score of at least a 4 out of 5) and in didactic teaching (either a score of at least a 4 out of 5 for the overall evaluation item OR an average < 1 standard deviation below the average of all evaluated items for the College faculty as provided by the Associate Dean of Academic Affairs) OR clear evidence of consistent progress.

- Demonstrates the ability to correct and overcome weaknesses identified in evaluations

And at least 2 of the following:

- Demonstrates that their teaching efforts inspire and challenge students; effectively stimulates critical and/or creative thinking
- Applies appropriate higher order learning (per Bloom's taxonomy)
- Uses innovative teaching methods and technologies to enhance learning
- Participates in faculty development activities to enhance teaching skills and effectiveness
- Effectively contributes to experiential teaching of students and/or residents
- Serves as an academic advisor and/or mentor for:
 - a. Pharm.D. students
 - b. Graduate students
 - c. Postdoctoral fellows
 - d. Residents
- Other activity listed as a Level 2 or Level 3 teaching contribution

Level 2: Must demonstrate ability to achieve all of the following:

- Teaches in courses beyond the number of hours required by the department chair (evidenced by letter from Department Chair or course coordinator)
- Receive consistent positive evaluations from students and peers in didactic and/or experiential education as measured by achieving at least the mean for the college
- Revise and improve an existing course
- Add or develop a new course, clerkship, teaching series, or elective
- Coordinate a course (not required of faculty in clinical modified appointments)
- Serves continuously as academic advisor and/or mentor for:
 - a. Pharm.D. students
 - b. Graduate students
 - c. Postdoctoral fellows
 - d. Residents

And at least 3 of the following:

- Consistently implements innovative teaching methods
- Major contributions to curriculum development (evidenced by letter from committee chair or course coordinator)
- Develops and/or conducts professional and peer education programs that serve a state or regional audience
- Effectively incorporates students and residents into practice site activities
- Participates as an invited contributor in a national education symposium or workshop
- Writes an educational or teaching methodology chapter for a peer reviewed textbook used regionally or nationally
- Sustained record of scholarly work related to teaching and learning including poster and podium presentations, publications, book chapters, blog essays,

webpages/sites, and other instructional tools used regionally or nationally. (Scholarship of Teaching and Learning (SOTL) publications/presentations)

- Record of self-development in teaching evidenced by obtaining an advanced degree in education or other closely related field, formal coursework, or certificate program.
- Record of sustained service to local, state, or regional efforts that advance teaching and learning
- Teaching in or coordinating a graduate level course (in addition to requirements above)
- Other activity listed as a Level 3 teaching contribution

Level 3: Must demonstrate ability to achieve all of the following:

- Obtain student and peer evaluations that consistently show highest standards and excellence in teaching
- Receive recognition, teaching awards, and honors for teaching efforts from student, academic, and/or professional organizations for excellence in teaching
- Demonstrate leadership in course and/or curriculum development and revision
- Mentor less advanced teachers and oversee their progress
- Show evidence of peer reviewed publications that advance the mission of the College in the area of teaching that reflect intellectual leadership and impact

And at least 3 of the following:

- Introduce innovative educational efforts that are adopted by peer educators
- Participates in multi- and interdisciplinary/interprofessional teaching activities both on the UAMS campus and other campuses within and outside the University of Arkansas system
- Serves as a role model and leader for teaching innovation and a mentor in pedagogical techniques
- Directs theses and/or dissertations
- Directs a residency/fellowship program or graduate program
- Mentors less experienced practitioners to develop more advanced practice skills
- Establishes a record of sustained service to national efforts that advance teaching and learning
- Develops a textbook that is utilized in an academic curriculum
- Provides service on teaching/scientific review panels and/or editorial boards of educational journals
- Accepts invitations to produce education-centered papers and/or invited lectures
- Develops a course, curricular component, educational software or evaluation materials that are used nationally or internationally
- For clinicians, show sustained and documented excellence in patient care teaching

2. Scholarship

Scholarship is expected of all faculty.

Level 1: Demonstrates ability to conduct scholarly activity by achieving all of the following:

- Publication of at least 1 peer reviewed publication per year on average (first or co-author).
- Presentation (including posters) of scholarly results at local, national, or international meetings regularly

Level 2: defined according to faculty distribution of effort as assigned:

Faculty must demonstrate the ability to establish an extramurally supported, nationally recognized scholarly program by achieving all of the following:

- Ongoing publication of at least 12 peer-reviewed papers (while in current rank), with at least 6 as a lead, senior, or corresponding author. Note that the impact of the publications will be considered as well as the quantity. Quality must be addressed by the faculty candidate and will be assessed by factors such as h-index and impact factor of journals.
- Presentation of scholarly or research results at national or international conferences and symposia regularly
- Obtain peer-reviewed/competitive, intramural or extramural grant or contract funding

And achieve at least 1 of the following criteria:

- Obtain extramural grants and/or contracts as co-investigator, thus demonstrating successful collaboration.
- Perform innovative research as illustrated by issued patents/patent applications, and/or copyrighted material (e.g., software, tools) as is consistent with the area of science.
- Obtain national recognition of scholarly activity. Examples include invitations to present research findings outside the university, serve as an ad-hoc reviewer of grant applications on a major study section(s) (NIH, NSF, Veterans Admin, etc.), presentation awards, oral podium presentations at national or international conferences.
- Adoption of pharmacist directed drug therapy protocols by institution/clinic committees
- Transfer of practice model to other sites/systems

For faculty in a research-intensive, tenure track, non-modified appointment (>67% of effort) as assigned by appointment letter, the following must also be achieved:

- Obtain an extramural peer-reviewed grant or contract as PI. Federal grants, contracts, foundations, and industry funding apply (e.g., NIH, NSF, AHRQ, PCORI, CDC, CMS, NACDS, etc.). The cumulative grant/contract funding must be at the R03 level or equivalent (i.e., ~\$100,000 in total direct costs).
- Submission of at least 1 grant/contract as PI, -with funding level and scope significantly greater than ~\$100,000 in total direct costs, e.g., multi-year funding, multi-site. The submission must have received at least a promising review (e.g., for NIH or VA the grant must be scored or encouraged to revise and resubmit).

Federal grants, contracts, foundations, and industry funding (e.g., NIH, DOD, AHRQ, PCORI, CDC, CMS, NACDS, etc.) all meet these criteria. In the case a contract is submitted, not obtained, and feedback was not provided, the candidate must provide convincing rationale for future funding.

Level 3: Establishes an independent, extramurally supported, nationally recognized scholarly program

Must demonstrate the ability to sustain and grow an extramurally supported, nationally recognized scholarly program by achieving all of the following:

- Publication of at least an additional 15 peer-reviewed papers (while in current rank), a minimum of 7 as lead, senior, or corresponding author. Note that the impact of the publications will be considered as well as the quantity. Quality must be addressed by the faculty candidate and will be assessed by factors such as h-index and impact factor of journals.
- Sustained funding for research, serving as PI on multiple peer-reviewed grants or contracts as necessary to support and advance their research program. Obtained grants/contracts need to be greater than ~\$200,000 in direct cost for the area of research, as evidenced by factors such as multi-year and/or multi-site research. Funding sources may include federal grants, contracts, foundations, and industry funding (e.g., NIH, NSF, AHRQ, PCORI, CDC, CMS, NACDS, American Heart Association, etc.). In case the funding levels are not consonant with grants offered/awarded in the faculty member's field, it is incumbent upon the candidate to provide context regarding available funding.
- Regular presentations of scholarly/research activities at both national and international conferences and symposia.

And achieve at least 2 of the following criteria:

- Consulting at the national level on grants/contracts, or serving on national/international advisory boards.
- Invitations to present plenary or other major keynote presentations at national/international meetings
- Investigational new drugs or other technologies approved by the FDA
- Drug(s) approved for clinical development (IND)
- Perform innovative research as evidenced by patent issued, publications recognized for excellence and/or impact and/or copyrighted material (e.g., software, tools), as is consistent with the area of science
- Invitation to serve as a regular member of a major federal or equivalent study section (grant review).
- Invitation to serve as a member of an editorial board, an associate editor or editor of a scientific journal.
- Authoring or editing a book or textbook in your scientific or clinical area
- Elected as a fellow in a major scientific organization.
- Devises a new method or procedure that receives national or international recognition

Note: R03 = 2 years, \$100,000 direct costs | R21 = 2 years, \$275,000 direct costs | R01 = 3+ years, \$750,000+ direct costs

3. **Service**

Service is expected of all faculty.

Level 1 – Must participate in all of these activities:

- Continually serves on at least one UAMS committee (department, college, or university) during appointment (not required of faculty in modified appointments; may be different committees during time frame)
- Serves as a referee for professional or scientific journal(s) and/or meetings/symposia
- Volunteers for activities that require on-demand participation by faculty (e.g., admission interviews, serving as a preceptor for student screenings, student mentoring, etc.)

For faculty in non-modified appointments with a clinical practice:

- Provides distinct service or group of services that attempts to optimize therapeutic outcomes for individual patients to: promote safe and effective medication use, improve quality of care, optimize patient outcomes, reduce drug costs or other applicable clinical services (i.e program or protocol development, MUE and intervention data)

And at least 1 of the following criteria:

- Serves at least one term on a committee outside of UAMS during appointment
 - Professional organization
 - Community organization
- Participates in the establishment/management of UAMS program or activity
 - Professional program
 - Clinical program
 - CE program
- Serves as a local consultant (agency, industry, professional group, expert witness, etc)
- Serves as a Faculty advisor/co-advisor to a student organization
- Member on clinical, hospital and/or other professional committees.
- Develops and/or conducts professional development programs or ACPE-accredited continuing education programs
- Contributes to health-related public service programs.
- Other activity listed as a Level 2 or Level 3 service contribution

Level 2 – Must participate in all of these activities:

- Serves on >1 regional/state/national/international professional committee continually during appointment (may be different committees during the time frame)

- Serves on >1 term as Chair/Co-Chair of a standing or major ad hoc professional committee at the department, college, institution, regional, national, or international level (e.g., scholastic standing, curriculum revision, ACPE self-study committee)
- Income generation through contracts and billings with clear potential or probability for continued funding

And at least 5 of the following criteria:

- Assigned responsibility for broader patient care or system administration
- Develops, directs or coordinates a major program, service unit, or project
- Elected or appointed as an officer or other leadership role in a professional organization
- Serves in a leadership role on departmental, hospital or other professional committees
- Election to an officer or on a board in a local or state professional practice organization
- Credentialing or additional certifications
- Appointed to a statewide task force or committee different than the required expectation listed above (e.g., governor-appointed task force)
- Completion of additional academic work (i.e. MPH, etc)
- Serves in a continuous leadership role in a community organization
- Expert regional consultant
- Consults nationally in a service related capacity
- Develops and/or implements a new process or procedure. (therapy, protocol, lab technique, etc)
- Develops new quality management protocol, active in cost containment activities
- Develops and implements innovative professional or public programs or policies
- Recognized for significant contributions to the College or Campus
- Recognized for excellence as a clinician or professional by local and/or regional peers
- Exam question writer or reviewer for licensure, certificate, or board exams
- Reviewer for grant proposals
- Editorial board for professional or scientific journals
- Demonstrates practice-related continuous quality improvement
- Works with healthcare organizations or insurers to evaluate and select medications based on objective evidence of therapeutic merit, safety, and costs
- Serves as a delegate to the American Association of Colleges of Pharmacy (AACCP)

For clinical faculty:

- Demonstrates impact of clinical service activities on clinical, economic, and/or humanistic outcomes

For tenure with service as the primary focus income generation through contracts and billings with clear potential or probability for continued funding is required

Level 3 – Must be established as an international or national expert and achieve >3 of the following:

- Sustained leadership of multiple college or university committees and in particular to those committees vital to the college and/or university (e.g., Curriculum, Assessment, Scholastic Standing, Promotion and Tenure, Graduate Programs, and ACPE self-study)
- Makes major sustained service contributions to the profession (e.g., officer, board member or delegate in a national or international professional organization beyond serving as AACP delegate)
- Recipient of national or international service awards
- Diplomat or Fellow of a national professional organization
- Director of clinical or professional program (e.g., pharmacy team coordinator, pharmacy residency or certificate program director)
- Organizes practice-related educational programs for pharmacy and other health practitioners.
- Officer in professional society, national boards, etc.
- Elected to a major leadership position in national/international professional organization
- Recognized by a university through an honorary degree
- Develops and directs health-related public service programs.
- Nationally or internationally recognized for organizing clinical or professional educational programs.
- Recognized by peers nationally and/or internationally or other outstanding achievement in service.
- Creation of co-funded staff or residency positions with continued potential for funding

VI. Tenure

Tenure ensures the academic freedom that is vital for institutional stability and excellence. Criteria for granting tenure must be relevant to the missions and goals of the College of Pharmacy, the University of Arkansas for Medical Sciences and the University of Arkansas system. (Please see UA Board of Trustees policy 405.1, section I.

An individual in a tenure-track position who was not awarded tenure with any of the first six academic years or fiscal year appointments must be evaluated during the sixth appointment. If he or she is not approved for tenure, the seventh appointment shall be a terminal appointment. (Board Policy 405.1 IV. A. 11.)

Special Provisions Concerning Faculty in a Tenure Track Appointment

1. An initial appointment between January 1 and June 30 will not be considered a year of service in determining the maximum number of years in probationary status.
2. An appointment between July 1 and December 31 will constitute the first probationary year ending on June 30.
3. A request to suspend the probationary period for a period of one (1) year shall first be directed in writing to the department chair with the specific reasons identified.

- i. The reasons for such a request are the same as required under the Family and Medical Leave Act of 1993 and are as follows: (1) the birth of a child to the faculty member or his or her spouse and its care during the first year; (2) the adoption of a child by the faculty member or placement in the faculty member's home of a foster child; (3) the care of the faculty member's spouse, child, or parent with a serious health condition; (4) the serious health condition of the faculty member.
 - ii. If approved by the department chair then the request is sent to the dean for approval.
 - iii. If approved by the dean the request must be passed through the established administrative channels including the Provost, the Chancellor, and the President.
4. A faculty member who has been notified that he or she will not be reappointed may not subsequently request to suspend the probationary period under this policy.

VII. New Appointees at Advanced Rank

Upon the recommendation of the department chair, and the Promotion & Tenure Committee, and with concurrence of the Dean, the Provost, the Chancellor, and the President, new appointees may be granted the rank of associate professor, professor, distinguished professor, or university professor with or without immediate tenure.

In regards to courtesy, the Promotion and Tenure Committee expects the Department Chair to submit a curriculum vitae to the Committee for evaluation and recommendation. For new appointees being considered for hire at advanced rank and/or being considered for hire and being granted tenure upon hire, the UAMS College of Pharmacy Promotion and Tenure Guidelines will be applied.

VIII. Interim Review: Timeline and Process

1. The Promotion and Tenure Committee will provide a confidential, non-binding critique of a candidate's performance documentation (promotion and/or tenure) for any faculty member who has served a minimum of one and one half years in rank.
2. Since the promotion guidelines state that no certain time must elapse before eligibility for promotion, the critique is termed "Interim Review".
3. This process is an assessment of the faculty member by the Promotion and Tenure Committee and intended as a guide to the faculty member of their progress and suggestions on how their ultimate candidacy may be strengthened.
4. The Promotion and Tenure Committee chair will remind the faculty by January 15 of each year that the Interim Review portfolios are due to the Committee chair no later than March 1.
5. The Committee will offer the individual a confidential, non-binding critique of the portfolio no later than May 1.
6. A faculty member may submit up to two requests for Interim Review during the probationary period.
7. All faculty at the rank of assistant professor, regardless of track, will undergo an interim review a minimum of two years before seeking advancement in rank.
8. Faculty seeking an interim review should electronically submit to the P&T Chair a cover letter including current rank and tenure-track status, a full CV, and a summary of the progress while in the current rank.