

Pharmacy Practice Department Guidelines for Promotion and Tenure

Preface

The mission of the Department of Pharmacy Practice is to educate students and practitioners, advance research and scholarship, deliver quality patient care, and provide service to the profession.

This document outlines the criteria to be used by the Department of Pharmacy Practice (Department) in the recommendation of faculty promotion and tenure in accordance with the policies of North Dakota State University Policy 352 and the College of Health Professions Policy 1.03.

Faculty members are expected to demonstrate significant and sustained contributions, competence, and independence in the areas of teaching, service/clinical practice, scholarship, and if applicable, program direction; however, because of variations among faculty in responsibilities, faculty members are not expected to demonstrate equal levels of accomplishment in all areas. The evaluation of a faculty member's performance shall be based on assigned workload and will occur annually.

Faculty Appointments

Professor of practice faculty may hold the rank of assistant, associate, or professor of practice. To be considered for promotion, the candidate in the professor of practice track will typically have served a minimum of five years at the previous rank. Faculty with relevant previous experience may qualify to apply earlier based on years of credit included in their appointment letter. Exceptional academic accomplishments, commensurate with the level and quality of productivity expected in five years' time, may warrant early promotion prior to the completion of five years. Application for early promotion based on exceptional academic accomplishments is at the chair's initiative.

Tenure-track faculty may hold the rank of assistant professor, associate professor, or full professor. Tenure-track is a probationary appointment in which the faculty has up to six years to apply for tenure. Faculty will follow the tenure track timeline as described in University Policy 352. To be considered for promotion and/or tenure, the candidate will typically have served a minimum of five years in the previous rank. Faculty with relevant previous experience may qualify to apply earlier for promotion and/or tenure based on years of credit included in their appointment letter. Exceptional academic accomplishments, commensurate with the level and quality of productivity expected in five years' time, may warrant early promotion prior to the completion of five years. Application for early promotion based on exceptional academic accomplishments is at the chair's initiative.

Tenured faculty may hold the rank of associate professor or full professor.

Employees holding the title of lecturer may seek promotion to the rank of senior lecturer. Promotion of lecturers is managed outside of this policy and in accordance with NDSU Policy 350.

Promotion versus Tenure

Promotion is available to all department faculty regardless of tenure-track or non-tenure-track appointment. Promotions are based on meritorious fulfillment of the faculty member's job description. Faculty seeking promotion from assistant professor to associate professor including those in the professor of practice role must demonstrate that they have established a regional and/or state reputation for excellence in their field. Faculty seeking promotion from associate professor to professor including those in

the professor of practice role must demonstrate that they have established a national and/or international reputation for excellence in their field.

The bestowing of tenure is of greater consequence, both financially and in terms of shared university governance, than promotion. As a result, criteria for tenure must be at least as rigorous as the criteria for promotion to associate professor. Applicants applying for tenure also bear greater responsibility to demonstrate the sustainability of excellence in their field across all relevant areas of evaluation. Faculty who have previously achieved the rank of associate professor and who later apply for tenure must demonstrate enhanced sustainability of excellence in all relevant areas of evaluation since the awarding of promotion.

At any time during the probationary period but prior to the sixth year when the portfolio is due, a tenure-track faculty member may request an extension of the probationary period not to exceed three years based on exceptional personal or family circumstances. Faculty given promotion and tenure credit are eligible for this extension. The request must be made by the faculty member in writing and submitted to the Office of the Provost. Denial of an extension may be appealed pursuant to North Dakota State University Policy 350.4.

Criteria for Evaluation

Statement of Context

The faculty member should provide a succinct context statement for academic record describing philosophy, accomplishments, and other comments about major achievements in the areas of their position description.

Teaching

The Department values effective interactions with learners to support critical thinking and to grow professionalism. A faculty member who excels in teaching engages their audience to learn; guides learners to think purposefully, independently, and critically; keeps informed about new developments in their field; strives continuously to broaden and deepen their knowledge and understanding; and continually contributes to improving the methods of teaching their subject matter. Classroom, laboratory, and experiential instruction as well as academic and co-curricular advising are valued elements of teaching.

Required evidence:

- A. Annual evaluations from the faculty member's supervisor
- B. Student Course Experience Survey results and Student Ratings of Instruction
- C. School of Pharmacy course review summary letters and faculty responses to review letters for those in course coordinator roles
- D. One or more peer reviews of teaching per promotion and/or probationary period for tenure
A peer review of teaching evaluates (i) course content and design, (ii) teaching methods, (iii) individual contributions to the improvement of instructional programs, and/or (iv) impact on student learning

Examples of supporting evidence:

- A. Demonstration of subject matter competence
- B. Evidence of pedagogic innovations
- C. Evidence of development and improvement of instructional materials
- D. Description of academic and/or co-curriculum advising
- E. Description of work with student assistants, graduate students, or residents

- F. Professional development to improve teaching, advising, program development, and/or outreach
- G. Awards and honors related to teaching

Service

Faculty members are expected by the University and the public-at-large to make their professional knowledge and skills available to the division, college, university, local community, state, national and international community, as well as to academic and professional organizations.

Required supporting evidence:

- A. Annual evaluations from the faculty member's supervisor

Examples of supporting evidence:

- A. Serving on a task force for the Department, School of Pharmacy, College, and/or University
- B. Chairing or serving on a search committee for faculty, staff, and/or administrative positions
- C. Participation in or leadership of Department, School of Pharmacy, College, and/or University committees
- D. Memberships and involvement in professional associations, advisory or review panels, task forces, planning groups, and other regional, national, or international service to the profession
- E. Description of advising student organizations
- F. Refereeing manuscripts for journals, conference submissions, or grant proposals for internal or external funding organizations
- G. Development and delivery of peer reviewed, credit bearing, continuing professional development programming
- H. Editing a professional journal and/or serving on the editorial board of a professional journal
- I. List of continuing personal/professional development activities related to service
- J. Awards and honors related to service

Faculty may also educate patients, other healthcare professionals, and adjunct faculty preceptors

Examples of supporting evidence:

- A. Evidence of the development of training materials
- B. Evidence of the development or facilitation of programming, presentations, or conferences

Clinical Practice

Clinical practice is a subset of service applicable to most, but not all, pharmacy practice faculty. It is expanded upon here to clarify the definition of excellence in clinical practice. Expectations for clinical practice are to establish, maintain, and/or support a high-level practice that supports teaching, precepting and offers opportunities for scholarship.

Required supporting evidence:

- A. Annual evaluations from the faculty member's supervisor

Examples of supporting evidence:

- A. Best practice recognitions
- B. Certification and re-certification by specialty boards
- C. List of continuing professional development activities related to clinical practice
- D. Designation as a 'fellow' or other similar practice achievement recognition
- E. Development of innovative clinical practice models that improve patient care and/or outcomes
- F. Direct assessment of practice by administrators, managers, or clinic directors

- G. Documentation of patient care activities and patient outcomes resulting from clinical practice
- H. In-services/presentations provided to health care workers or patients at clinical practice site
- I. Active participation in clinical practice site committees and projects
- J. Practice-based consultancies to pharmacy and non-pharmacy-based organizations
- K. Practice-related publications and presentations
- L. Written observations from members of the interprofessional healthcare team or collaborating pharmacy practice faculty documenting specific practice initiatives and outcomes
- M. Awards and honors related to clinical practice

Scholarship

Our department values the scholarship of discovery, teaching, application, and integration. Scholarship that improves the practice of pharmacy or pharmacy education is valued as well as the scholarship of discovery. Excellence in scholarship is shown by continuity, clearly identified lines of research, and quality of work.

Continuity of the candidate’s scholarship would be reflected by a suggested average of 0.5-1 peer-reviewed publication per year for candidates with a 10% allocation of effort toward scholarship. The candidate’s contributions to authorship for all publications should be clearly defined. Quality is represented by publications in peer reviewed sources, especially with the candidate being a major contributing author.

Required supporting evidence:

- A. Annual evaluations from the faculty member’s supervisor
- B. List of peer reviewed publications

Examples of supporting evidence:

- A. Book chapters or books
- B. Articles in non-refereed publications
- C. Grant proposals submitted as PI or Co-PI or investigator
- D. Grant proposals funded as PI or Co-PI or investigator
- E. Peer reviewed posters, papers, and presentations at local, state, regional, national, and/or international conferences
- F. Non-peer reviewed posters, papers, and presentation at local, state, regional, national, and/or international conferences
- G. Development and delivery of peer reviewed, credit bearing continuing professional development programming
- H. List of continuing personal/professional development related to research
 - I. Awards and honors related to research

Program Direction

Program Direction is applicable to some, but not most, pharmacy practice faculty. Expectations for program directing are to establish, maintain, and support program development, delivery and assessment. The faculty demonstrates excellence through the criteria listed below.

Required supporting evidence:

- A. Annual evaluations from the faculty member’s supervisor

Examples of supporting evidence:

- A. Evidence of the establishment of new and innovative practices in area under direction

- B. Evidence of services that increase the quality, quantity, or diversity in area under direction
- C. Evidence of effective program development and delivery as measured by accrediting bodies, preceptors, students or internal continuous quality improvement
- D. Evidence of quality assurance of program using a quality assurance process, site visits and/or assessment tools
- E. Evidence of responsiveness to student and/or stakeholder needs
- F. Designation as a 'fellow' or other similar practice achievement recognition
- G. Best practices recognitions
- H. Publications and presentations in area under direction
- I. Personal/professional development related to program direction
- J. Awards and honors related to program direction

Procedures

A minimum of three faculty members shall serve on the pharmacy practice promotion, tenure, and evaluation (PTE) committee. If the department has more than three eligible faculty members, all those eligible and willing to serve shall stand for nomination and be voted onto the committee by a vote of all faculty members. To be eligible, faculty must be at the rank equal to or higher than the promotion rank (and where applicable, tenure status) of the candidate(s) applying. A college PTE committee member who has voted on the promotion/tenure of a candidate in the department PTE committee shall be recused from the vote by the college PTE committee.

When the Department does not have three eligible faculty members, members will be recruited from outside the Department on the recommendation of the Department chair, and the eligible Department member(s). Such appointments will be approved by the Department faculty and the Dean. The first outside member should preferably come from within the College of Health Professions, while subsequent outside members should come from outside the College.

The Department PTE committee will select a chair to call meetings, coordinate departmental evaluation of the candidate, and ensure the process is followed. Candidates for promotion or tenure must submit their portfolio for evaluation as specified by the PTE timeline set by the Office of the Provost.

Any member of the department may request a mid-tenure or pre-promotion review by submitting a portfolio to the Department PTE committee, to be submitted between January and May of the midpoint of the promotion or tenure timeline. A mid-tenure review is required for tenure track faculty.

Revisions to Document

Proposed revisions to the Department PTE criteria must be submitted to all department faculty at least one week in advance of a regular department meeting and passed by a majority that contains a faculty quorum. Revisions must be approved by the Dean, college PTE committee, and Provost.

Approved by Provost 8/8/07 and 11/8/07
 Approved by department faculty 9/28/07
 Revised by department faculty 10/17/13
 Revised by department faculty 12/23/2021

*Approved -
 M. Fitzgerald
 3/1/2022*