

THE UNIVERSITY OF FINDLAY
COLLEGE OF PHARMACY
FACULTY HANDBOOK
SUPPLEMENT TO THE UNIVERSITY OF FINDLAY FACULTY HANDBOOK

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For academic integrity information see the Student Handbook on the web at :

<http://www.findlay.edu/academics/colleges/cphm/advising/advising/HonorCode.htm>

For College of Pharmacy admissions information see :

<http://www.findlay.edu/academics/colleges/cphm/admissioninfo/default.htm>

For information on chemical dependency see :

<http://www.findlay.edu/academics/colleges/cphm/advising/advising/Chemical+Dependency.htm>

DISCLAIMER: The University of Findlay College of Pharmacy Faculty Manual is a dynamic document that undergoes frequent changes in response to the changing needs of the faculty. All attempts are made by the Faculty Affairs Committee to update the document in a timely fashion.

I. PURPOSE

The purpose of this document is to establish the general principles and procedures that govern the operation of the faculty of The University of Findlay College of Pharmacy in its efforts to achieve the objectives of the College. This handbook is meant to supplement The University of Findlay Faculty Manual. The University of Findlay handbook supersedes The University of Findlay College of Pharmacy Faculty Handbook. The Faculty Affairs Committee of the College of Pharmacy is responsible for updating this handbook. Faculty and staff of the College of Pharmacy should read and consider the contents of the College of Pharmacy Faculty Handbook, the Student Handbook of the College of Pharmacy, as well as The University of Findlay Faculty Handbook.

a. MISSION

To prepare pharmacists who are dedicated to improving patients' lives through practice, scholarship and lifelong learning.

II. FACULTY ORGANIZATION

This section describes the governance, legislative functions, advisory duties and staff function of the faculty. The faculty shall be organized into the Executive Committee and the Faculty.

a. EXECUTIVE COMMITTEE

1. PURPOSE

The Executive Committee of the College of Pharmacy shall advise the administration of the College of Pharmacy in all matters relating to the administration, budget, and implementation of policy within the College of Pharmacy.

2. MEMBERSHIP

The Dean specifies the membership of this body and it may include, but is not limited to, the Associate/Assistant Deans, the Department Chairs in the College of Pharmacy, the President of the Faculty and the Experiential Coordinator. The Dean shall serve as Chairperson.

3. FUNCTIONS

The Executive Committee shall undertake the following functions:

- a. Long-range planning for the College of Pharmacy,
- b. Formulating budget recommendations,
- c. Coordinating the implementation of College of Pharmacy policy, and
- d. Any other functions which the Dean of the College of Pharmacy assigns or the Committee deems appropriate.

4. MEETINGS

The Executive Committee shall meet at least once a month during the academic year.

- a. Members will be provided an agenda by the Chair at least one day in advance of the meeting.
- b. A summary of discussions and decisions will be prepared and posted to the shared drive within one week after each meeting. An e-mail will be sent to all faculty members noting an Executive Committee meeting has taken place and that the minutes have been posted on the shared drive.

b. FACULTY

1. PURPOSE

The Faculty shall establish and supervise policy relating to the governance of the faculty and students of The University of Findlay College of Pharmacy within the limits established by The University of Findlay.

2. MEMBERSHIP

- a. A voting member of the Faculty of the College of Pharmacy is defined as a person who holds a College of Pharmacy full-time (1 full-time equivalent (FTE)), or part-time appointment of at least 0.5 FTE, as an Assistant Professor, Associate Professor, or Professor. All other categories of academic appointments shall be non-voting members of the Faculty. Voting membership of the Faculty of the College of Pharmacy is automatic and will commence upon appointment.
- b. The views of the non-voting faculty of the College of Pharmacy will be solicited on relevant issues and their input will be taken into consideration. The administrators and staff will have right to the floor (i.e. to be present at the meetings and express opinions) at full faculty meetings. However, College administrators and staff will not have voting rights at full faculty meetings.
- d. Pharmacy students will serve on the Curriculum Committee, the Assessment Committee, the Admissions Committee and on the Student Affairs Committee of the College of Pharmacy. Students will not be represented at meetings of the full faculty except as noted below under standing committees. The method of selection of the students is also listed under standing committees.

3. MEETING PROCEDURES

The operating procedures for meetings of the Faculty shall be:

- a. All meetings of the Faculty shall be governed by The Standard Code of Parliamentary Procedure by Sturgis unless otherwise specified.
- b. A quorum shall consist of:
 1. At least half of the full-time faculty members, and

2. A simple majority of the voting members must be full time faculty members.

c. Voting Procedures:

1. Passage of motions require a majority vote of a constituted quorum of the Faculty.

2. Amendments to these bylaws shall require a simple majority of the voting members of the Faculty.

3. No officer of the full faculty relinquishes the rights of membership by accepting office, except that the presiding officer of an assembly (full faculty meetings) cannot propose motions or nominate candidates. The presiding officer does have the right to cast a vote, but in an assembly the presiding officer customarily exercises that right only when the vote is by ballot or when one more vote could alter the outcome. In case of a tie vote, the chair may vote with either side, thereby establishing a majority, provided that the chair has not already voted. Or the chair may choose not to vote, in which case, lacking a majority, the motion is lost.

d. Upon a simple majority vote, the full faculty may enter into an executive session at which time all College staff and administrators will be dismissed from the meeting room. An executive session may be requested by any faculty member, at which time a vote of the full faculty will be taken to enter into executive session. No meeting minutes will be taken once an executive session is called to order; however, an action plan or list of approved motions may be generated.

e. The Faculty shall meet no less than once a month. Meetings may be called by the President of the Faculty or by petition of at least 15% of the Faculty members. The agenda shall be established by the President and shall be distributed at least 5 days prior to the meeting. Additional items may be added to the agenda by petition of at least 15% of the members of the Faculty.

4. ORGANIZATION

The organization of the Faculty shall consist of a President, Vice President and Standing Committees.

a. President – The President of the Faculty shall be elected by the Faculty and be responsible for calling meetings, setting the agenda, presiding over the Faculty when in session, and implementation of policies related to faculty governance. The election of the President of the Faculty shall be conducted by the Faculty Affairs Committee in the Spring prior to the expiration of the term of office. The term of office for the President of the Faculty shall be two (2) years.

b. Vice-President - The Vice-President of the Faculty shall be responsible for taking and distributing minutes of the Faculty Meeting, and maintaining an archive of minutes of the Faculty Meeting and standing committee meetings. The Vice-President shall serve as parliamentarian to the Faculty meeting. When the President is absent or unable to attend a meeting of the Faculty, the Vice-President shall assume the duties of the President and shall appoint a member of the Assembly in attendance to serve as parliamentarian pro tem. The election of the Vice-President of the Faculty Assembly shall be conducted by the Faculty Affairs Committee in the Spring prior to the expiration of the term of office. The Vice-President's term of office shall be (two) 2 years, concurrent with the term of the President.

c. Standing Committees - Standing committees of the Faculty shall report their deliberations to the Faculty. Members of the Faculty are eligible to be voting standing committee members. Other members are defined in the committee description. The administrative representative of each committee shall attend only when invited by the committee chair. Other nonvoting members may be appointed. For each committee, members shall serve staggered 2-year terms (a committee year is defined as August 1 through July 31), and shall not serve more than 2 terms in succession without approval of the Faculty or Dean. All decisions of the standing committees shall be decided by a majority vote. A quorum in all cases shall consist of a majority of the committee membership who has the right to vote. Any matter that is covered by the charge of a standing committee must be considered by the committee before the Faculty may consider the topic. For each committee, at least one member must be from the Pharmacy Practice faculty and at least one member must be from the Pharmaceutical Science faculty. An annual faculty retreat will be held in May of each year. The agenda for this retreat will be the responsibility of the Faculty Affairs Committee (FAC), following consultation with the Faculty President. As part of this retreat, annual priorities for the standing committees of the College will be determined. All faculty members will be expected to attend and contribute to this retreat.

Curriculum Committee

The Curriculum Committee (CC) shall consist of a Chairperson, who serves a 2-year term, at least 3 faculty members who will serve 2-year staggered terms, and one nonemployee pharmacist who will be selected by the Committee Chair.

There shall be no more than 6 faculty members on this committee. One faculty member or their designee from the experiential division of the College must serve on the CC. No member of this committee may serve more than 2 terms in succession. One student per class (P3-P6) will be selected by the Pharmacy Student Leadership Council (PSLC) for a term of one academic year. The most senior student present will have a vote. Students may propose or redress curricular

issues through their elected representative. Faculty committee members shall be elected by the faculty. The Committee will select its own Chairperson. No changes in curricular matters are final without the approval of the full faculty. There is no appeal process for curricular decisions made by the faculty.

The Assistant/Associate Dean for Curricular Affairs will serve as a non-voting administrative liaison to the Curriculum Committee, and shall attend all meetings except at the request of the committee chair.

The duties of the Curriculum Committee shall include:

- a. Formulation of curricular policy
- b. Review of professional curricula
- c. Approval of changes to the curricula
- d. Review and approval of new educational programs

Faculty Affairs Committee

The Faculty Affairs Committee (FAC) shall consist of at least 3 tenured faculty members and one nontenured faculty member. Students will not be represented on the FAC. Committee members shall serve staggered 2-year terms, shall not serve more than 2 terms in succession, and will be elected by a vote of the full faculty. The Committee will select its own Chairperson for a two-year term. There shall be no more than 6 faculty members on this committee.

Assistant/Associate Dean of Operations and Effectiveness will serve as a non-voting administrative liaison to the Faculty Affairs Committee, and shall attend all meetings except at the request of the committee chair.

Duties of the Faculty Affairs Committee shall include:

- a. Review and make recommendations to the Dean regarding appointment, promotion and tenure of faculty members
- b. Supervise appointment, promotions and tenure procedures
- c. Develop policies concerning faculty development

- d. Originate and/or review proposed policies relating to the welfare of the faculty
- e. Supervise and implement faculty grievance procedures
- f. Serve as a nominating committee for all faculty elections
- g. Establish faculty election procedures
- h. Review and maintenance of faculty manual

Student Affairs Committee

The Student Affairs Committee (SAC) shall consist of a Chairperson, who serves a 2-year term, at least 3 faculty members who will serve 2-year staggered terms, and one nonemployee pharmacist who will be selected by the Committee Chair. Faculty members of the SAC shall not serve more than 2 terms in succession. One faculty member or their designee from the experiential division of the College must serve on the SAC. There shall be no more than 6 faculty members on this committee. One student per class (P3-P6) will be selected by the Pharmacy Student Leadership Council (PSLC) for a term of one academic year. Only the most senior student present will have a vote at committee meetings. Students may propose or redress issues involving student policies through their respective representatives to the SAC. Faculty committee members shall be elected by the faculty. The Committee will select its own Chairperson.

The Assistant/Associate Dean for Internal Affairs will serve as a non-voting administrative liaison to the Student Affairs Committee, and shall attend all meetings except at the request of the committee chair..

The duties of the Student Affairs Committee shall include:

- a. Supervising and coordinating student retention activities.
- b. Formulating and administering College of Pharmacy policies regarding professionalism, technical standards, progression standard, and disciplinary matters.
- c. Deliberating and adjudicating student academic and disciplinary issues, including but not limited to student probations/suspensions, leaves of absence, requests for part-time status, and professional conduct violations.
- d. Managing the development, initiation, and enforcement of policies in the College of Pharmacy Student Handbook.

Admissions Committee

The Admissions Committee (AC) shall consist of a Chairperson, who serves a 2-year term, at least 3 faculty members who will serve 2-year staggered terms, and one non-employee pharmacist who will be selected by the Committee Chair. Members of the AC shall not serve more than 2 terms in succession. One faculty member or his or her designee from the experiential division of the College must serve on the AC. There shall be no more than 6 faculty members on this committee. One student per class (P3-P6) will be selected by the Pharmacy Student Leadership Council (PSLC) for a term of one academic year. Only the most senior student present will have a vote at committee meetings. Faculty committee members shall be elected by the faculty. The Committee will select its own Chairperson.

The Admissions Coordinator will serve as administrative liaison to the AC. The administrative liaison shall attend meetings when invited by the Committee Chair.

The Dean will serve as a non-voting administrative liaison to the Admissions Committee, and shall attend all meetings except at the request of the committee chair..

The duties of the Admissions Committee shall include:

- a. Initiating and coordinating student recruitment efforts with the College of Pharmacy.
- b. Formulating and administering College of Pharmacy policies regarding student admissions.
- c. Evaluating and selecting applicants for admission to the College of Pharmacy.

Awards Committee

The Awards Committee shall consist of a Chairperson, who serves a 2-year term, and at least 3 faculty members who will serve 2-year staggered terms and shall not serve more than 2 terms in succession. There shall be no more than 6 faculty members on this committee. The Committee will select its own Chairperson and Chair-Elect, who will serve for one year prior to assuming the duties of Chair of the Committee. One member of the Awards Committee shall serve on The University of Findlay Symposium for Scholarship and Creativity Committee as the College of Pharmacy representative.

The Assistant/Associate Dean for External Affairs and Advocacy will serve as a non-voting liaison to the Awards Committee, and shall attend all meetings except at the request of the committee chair.

The duties of the Awards Committee shall include:

- a. Review and make recommendations to the faculty regarding recognition and awards for faculty members and students in the College of Pharmacy
- b. Develop policies concerning recognition and awards for pharmacy faculty and students.
- c. Supervise recognition and award procedures for pharmacy faculty and students.
- d. Serve as a nominating committee for all faculty and student awards.
- e. Plan the annual College of Pharmacy awards ceremony in collaboration with The University of Findlay Symposium for Scholarship and Creativity Committee.

Assessment Committee

The Assessment Committee shall consist of a Chairperson, who serves a 2-year term, and at least 2 additional faculty members who will serve 2-year staggered terms. No member of this committee may serve more than 2 terms in succession. There shall be no more than 6 faculty members on this committee. One student per class (P3-P6) will be selected by the Pharmacy Student Leadership Council (PSLC) for a term of one academic year. The most senior student present will have a vote. Students may propose or redress assessment issues through their elected representative. The Committee will select its own Chairperson and Chair-Elect, who will serve for one year prior to assuming the duties of the Chair of the Committee.

The Assistant/Associate Dean for Assessment will serve as a non-voting liaison to the Assessment Committee, and shall attend all meetings except at the request of the committee chair.

The duties of the Assessment Committee shall include:

- a. To act as an executive committee to oversee assessment processes to comply with accreditation and authorization criteria (i.e. ACPE and UF assessment compliance).

- b. To evaluate data needs and recommend information systems to meet internal and external reporting requirements.
- c. To develop, coordinate and refine procedures regarding assessment of student learning at the program and college level.
- d. To evaluate general education assessment procedures and techniques to address college needs.
- e. To refine and implement assessments as regards individual college mission, structure, processes, faculty scholarship, programming, resources, staffing, etc.
- f. To create and oversee evolving assessment information needs.
- g. To serve as a resource for faculty in the development of appropriate assessment tools and procedures to facilitate continual quality improvement and college effectiveness.

5. FACULTY ELECTION PROCEDURES

- a. Nomination procedures and voting tabulation for Faculty Officers shall be supervised by the Faculty Affairs Committee. The election of the President of the Faculty will be separate from and take place prior to the election of the Vice President of the Faculty. If there is not a majority for a position, a runoff election between the two candidates with the highest number of votes will be required.
- b. Nominees may be added to the ballot for any position by the standard rules of order (nomination and seconding).
- c. All regular faculty elections shall take place during the Spring semester prior to the end of the academic year. A committee year is defined as August 1 through July 31. The ballot for all University and College committee positions will be developed by the Faculty Affairs Committee, in consultation with the Faculty President and Vice-President; but, faculty elections will be conducted by the Faculty President or Vice-President.
- d. In the event of resignation by an officer, representative or committee member, arrangements shall be made by the Faculty Affairs Committee to fill the resigned position within one month of the resignation. In the case of an unscheduled vacancy of the chairmanship of a College of Pharmacy committee, it is the responsibility of the committee members to elect another Chair for the remainder of the term.

- e. Every faculty member should be a member of at least one College of Pharmacy committee, but should not serve on more than two College of Pharmacy committees at any one time.

6. APPEALS

The Student Affairs Committee and the Faculty Affairs Committee shall at times make decisions on behalf of the entire faculty. When that is done, the appeals process is to petition the Executive Committee. One of the outcomes of the appeal is to refer the matter to the full faculty.

Since no final curricular decisions are made by the curriculum committee, no appeal is necessary.

III. APPOINTMENTS AND PROMOTIONS POLICIES AND PROCEDURES

1. FACULTY APPOINTMENT PROCEDURES:

For each open faculty position, the Dean of the College of Pharmacy, or his or her designee, in consultation with the CPHM Faculty Affairs Committee (FAC) will appoint a faculty search committee and its chair. The proposed search committee and its chair must be approved by a vote of the FAC before commencing activities. Each search committee shall be composed of at least three faculty members (including the chair). If the open position is in the Pharmacy Practice Department, then the search committee chair and at least one faculty member must be from the Pharmacy Practice Department; if the open position is in the Pharmaceutical Sciences Department, then the search committee chair and at least one faculty member must be from the Pharmaceutical Sciences Department. At least one search committee member must be from the Department without the open position. All tenured faculty within the Department with the open position shall be invited to be members of the search committee. The college deans are ineligible to serve on a faculty search committee. The search committee is responsible for a good faith effort to recruit a broad applicant pool, and for conducting a lawful and non-discriminatory screening, interview, and selection process. The search committee will arrange for advertisement for the position, or make use of alternative methods to seek candidates, to work closely with the University Department of Human Resources, to assure adherence to The University of Findlay faculty handbook rules, and to arrange and organize on-site interviews. For each open position, at least two candidates must be invited for an on-site interview and it is recommended that the search committee limit the number of candidates invited for an on-site interview to three. However, the search committee may invite additional candidates for on-site interviews with permission of the Dean of the College of Pharmacy. Candidates for both full- and shared-faculty positions must interview on-site, and an opportunity should be included

for the candidate to meet with faculty members who are interested and available. The on-site interview must include a presentation topic agreed upon by the candidate and the search committee. An effort must be made to identify candidates from minority groups less represented on the faculty (African Americans, Hispanic Americans, Native Americans, and Pacific Islanders) and from schools not currently represented on the faculty.

After completion of all interviews, and following a review of faculty assessments, the search committee will forward the name of its top candidate to the Dean of the College of Pharmacy. If the Dean does not approve the top candidate, he or she shall contact the search committee chair, who shall either submit the name of another candidate, or re-open the search process. The process shall then continue as needed. Once a candidate is agreed upon, the Dean of the College of Pharmacy, prior to the offer of a bona fide offer of employment, shall forward the name of the selected candidate to the Vice-President for Academic Affairs or the President of The University of Findlay, who must approve the selected candidate.

All search-related documents are a vital part of the documentation that the search process has been followed in accordance with the University's Affirmative Action/Equal Opportunity Commissions policies and procedures. Once the search process is completed and a candidate has accepted the position, all applicant files and documents related to the search will be sent to Human Resources, who will keep these documents for a period of two years.

2. PROCEDURES FOR APPOINTMENT AND PROMOTIONS

The University Handbook has additional material of importance to this process. Please refer to the current University of Findlay Faculty Handbook. In all cases, the more stringent of College of Pharmacy or University criteria will take precedence.

a. THE ROLE OF THE FACULTY AFFAIRS COMMITTEE

An elected Faculty Affairs Committee shall have responsibility for advising the Dean of the College of Pharmacy on matters related to the rank and tenure of all faculty appointments and promotions in the College of Pharmacy. It shall develop and monitor criteria for appointment and promotion and shall review in advance all individual recommendations for appointment or promotion to ranks of Associate and Full Professor. Part of its charge is to informally search for potential candidates for positions that might become available in the College of Pharmacy. The Committee is not empowered to appoint but will forward its recommendations to the Department Chair who recommends to the Dean of the College of Pharmacy, who makes a final recommendation to the Academic Vice President.

b. APPOINTMENT PROCEDURE

The Faculty Affairs Committee shall appoint a search committee and its chair. When a vacancy occurs or a new position becomes available, this committee advertises the position or otherwise seeks candidates, adhering to The University of Findlay handbook rules. For the College of Pharmacy, the interview must include a presentation on a topic agreed upon by the candidate and the committee. All members of the current faculty must be given the opportunity to meet the candidate. The search must include direct contacts with traditionally HBCU doctoral programs in the United States. At least one of the three candidates must be of the minorities less represented on the faculty. An effort must be made to identify candidates from schools not currently represented on the faculty.

Recommendations for initial appointment to the Faculty shall be made by the Faculty Affairs Committee prior to an offer being tendered to the candidate. Recognizing the problem of timing often accompanying recruitment of new faculty, the Committee must be prepared to deal expeditiously with recommendations. On the other hand, those making recommendations must provide the Committee with adequate documentation to permit a decision.

Detailed information must be maintained regarding recruitment efforts for faculty and associate staff for Affirmative Action purposes and also for forwarding recommendations to the Academic Vice President for appointment. The procedure to be followed is described below.

Upon completion of a search for a faculty member, all search committee files will be forwarded to the College of Pharmacy Dean's Office. These records shall be placed into a labeled file box and forwarded to Human Resources. The labels shall include:

- a. Title of the position
- b. Current incumbent

The search committee files need to consist of:

- a. Affirmative Action Hiring Report
- b. List of all applications for the position with attached curriculum vitae
- c. List of all applicants who were interviewed
- d. Reasons for selecting the person hired
- e. Reasons for not selecting others who were interviewed

f. A list of the members of the Search Committee

c. PROMOTIONS

Each year, the Dean of the College of Pharmacy shall establish a calendar for consideration of faculty promotions. The faculty member who wishes to be considered for promotion must have an appropriate dossier delivered to the College of Pharmacy Faculty Affairs Committee no later than one month before it is due to the University Faculty Affairs Committee. The Faculty Affairs Committee of the College of Pharmacy must have its recommendation to the appropriate Department Chair two weeks before the dossier is due to the University Faculty Affairs Committee. The Department Chair must make a recommendation to the Dean no later than one week before the date the dossier is due to the University Faculty Affairs Committee. This calendar of dates will be made available to the faculty as early in the school year as possible and will allow ample time to coordinate with The University of Findlay Faculty Handbook requirements. Specifically the material should be organized in the format required by the mid tenure review of the University.

The Committee shall consider the case of each individual and prepare a recommendation in writing for the Department Chair, who recommends to the Dean. The Committee shall make its evaluation based on the documentation required by the University Faculty Affairs Committee except for the Dean's letter. (Other evidence required by the College of Pharmacy in addition to the University requirements may be considered internally.)

- a. the faculty member's curriculum vitae (arranged in the standard form developed by the College of Pharmacy and signed and dated to certify that it is accurate and complete),
- b. letters of recommendation from outside reviewers and the appropriate Department Chair,
- c. documentation of teaching, research and service, including publication reprints and letters from committee Chairpersons, research associates, etc., and
- d. report of the Peer Review Committee.
- e. Student evaluation results obtained using the standard University of Findlay system will be presented to the Committee from the Office of the Dean of the College of Pharmacy.

Copies of the recommendation from the College of Pharmacy Faculty Affairs Committee will be provided to the candidate. Unfavorable recommendations may be appealed by the candidate to the Dean. Should the Dean deny promotion or tenure to a faculty member pursuant to the prescribed review process, the faculty member shall have the right to

appeal the decision to the President of the faculty by stating in writing the substantive or procedural basis for the appeal.

The request for promotion or tenure that goes to the university requires a letter of support from the Dean of the College of Pharmacy.

d. CONFIDENTIALITY

The assessment function central to the review of a faculty member's work during consideration of appointment or promotion is often sensitive. All parties to such decisions must be able to express themselves freely at properly constituted meetings of review committees. Therefore, it is essential that the proceedings of such meetings and the contents of evaluative documents presented, such as letters of reference, be kept confidential and disclosed only as part of the official appointment, promotion or appeals process, to the fullest extent permitted by law.

e. REVIEW

The Policy and Procedures and the Guidelines for the Faculty Affairs Committee concerning appointments and promotions shall be subject to periodic review at no longer than five-year intervals by the Faculty.

2. CRITERIA FOR APPOINTMENT AND PROMOTION

The University Handbook has additional material of importance to this process. Please refer to the current University of Findlay Faculty Handbook. In all cases, the more stringent of College of Pharmacy or University criteria will take precedence.

3. PROMOTION REVIEW PROCEDURES FOR TENURE-TRACK FACULTY

The following section provides further explanation of how performance is to be evaluated internally and lists the specific procedures, areas to be evaluated, and criteria for evaluation for the main areas of teaching, scholarship and service. The material collected shall be the same as that required for mid tenure review by the university, except in the case that the College of Pharmacy requests additional information.

1. EVALUATION OF TEACHING PERFORMANCE

The College of Pharmacy requires peer evaluation of teaching performance in the context of a College of Pharmacy Peer Review System. Such evaluations are used for internal and personal teaching development. These peer reviews do not contribute to the university's decisions regarding promotion and tenure in a substantial way. The Dean of the College of Pharmacy will assure coordination with The University of Findlay Faculty Handbook in this matter. The primary tool for evaluation of teaching performance for promotion and tenure purposes is the University of Findlay's student evaluation system.

a. Peer Review System

(i) Purpose

The purpose of the peer review system is to provide a systematic evaluation of teaching so that a performance profile of each candidate may be presented to the Pharmacy Faculty Affairs Committee for its consideration in the internal promotion/tenure process. The peer review committee is formed upon the request of the Department Chair or the candidate, six months to one academic year prior to promotional consideration. A standard template will be used. A distinct peer review committee shall be established for each candidate.

(ii) Committee Composition

The peer review committee, comprised of three faculty members, is formed in the following manner:

- 1) the Dean will be asked to serve as Chairperson or the Dean shall designate a vice-chair (normally the department chair, unless the chair is being considered) for this purpose;
- 2) the Faculty Affairs Committee will assign one of its members; and
- 3) a faculty member will be selected by the candidate; this member must be from the College of Pharmacy

(iii) Evaluation Mechanism

- 1) In order to collect appropriate data, the candidate should inform the peer review committee of the pending promotion no later than the beginning of the Fall semester of the academic year in which the promotion is to be recommended. This notice should include a list of courses, both graduate and undergraduate, in which the candidate is to be evaluated.
- 2) In the event that there are several distinct types of teaching being performed (e.g. classroom lecturing, clinical rotations, small group discussions), more than one type should be evaluated.
- 3) The evaluation has two components: observation of actual teaching and analysis of teaching materials. These two activities will provide the necessary data for the review committee's evaluation.

- (a) Observation - Each member of the review committee is to observe the candidate at least twice. It is recommended that the

review committee members conduct evaluations at separate times so that separate observations can be used for the evaluation process. The times of the actual observations will not be announced to the candidate.

(b) Analysis of teaching material and methods - The committee will collect and analyze the course material (e.g., course syllabus, exams) and may consult with experienced persons in the appropriate subject areas.

4) The review committee will base its evaluation of teaching performance on the developed criteria for preparation, delivery and interaction with students that are outlined further in this report.

5) The peer review committee will submit to the Faculty Affairs Committee a report containing:

(a) reviewers' individual ratings of performance in the three areas of preparation, delivery and interaction with students, and

(b) individual ratings of overall teaching performance.

6) The Faculty Affairs Committee will use the data within this report along with information obtained from the letter of recommendation from the Dean in the consideration of the candidate's overall teaching performance. The letter of recommendation will also address consistency of teaching performance over time.

b. Areas of Evaluation by Peer Committee

The peer review committee will base its evaluation on three broad areas: 1) preparation, 2) delivery and 3) interaction with students. Under these areas, several items have been proposed. The items address primarily the general lecture format with alternative format (small group, clinical and laboratory teaching) being discussed when appropriate. If adequate material is not available from classroom observation, the Peer Review Committee shall request documentation from the faculty member to allow for evaluation for any of the following areas.

c. Criteria for Evaluation of Teaching by the Peer Review Committee

As stated earlier, the Peer Review Committee will evaluate the candidate in three main areas of 1) preparation, 2) delivery and 3) student interaction. Using a four point Likert scale (strongly agree - agree - disagree - strongly disagree), Peer Review Committee members will rank the candidate's performance of each item listed under "Areas of Evaluation" (e.g. the candidate speaks clearly). The scores

from these Likert scales will be tallied and the peer reviewers will then assign a poor, good, excellent or distinguished rating to each of the three areas based on the composite score. The criteria evaluated in each of these three main areas will be defined below.

The individual peer reviewers will also assign an overall rating of teaching performance of poor, good, excellent or distinguished. The Peer Review Committee will not be asked to reach a consensus opinion about the candidate's teaching ability. The Faculty Affairs Committee will use the three individual ratings rather than one committee-wide rating during the final deliberations. Each of these areas will then be assigned a rating according to the following criteria. When applicable, actual materials evaluated will be provided by the Peer Review Committee to the Faculty Affairs Committee.

I. Preparation

A. Organization

1. Lectures are organized in a reasonable manner.
2. In clinical teaching, the activities and exercises are organized in reasonable manner.
3. In laboratory teaching, the necessary equipment is available and operational and the teaching assistants are well informed of their responsibilities.
4. In small group discussion, the topics and points of discussion are organized in a reasonable manner.
5. Course materials are well organized and prepared in timely fashion.
6. If participating in a team-taught course, he/she is actively involved in assisting in the administration of the course and follows the schedule, etc., as established by the course-coordinator.
7. If the candidate is a course coordinator:
 - a. The lectures are scheduled in an organized and logical fashion consistent with course objectives and overall curriculum.
 - b. In team taught courses, the faculty team members are informed of the progress of the course and student performance and the course is conducted in a smooth manner.

B. Course Objectives

1. The students are provided with objectives for the material presented.
2. Syllabus represents activities demonstrated in the course
3. The students are provided information to help them relate each section of the course with other sections of the course, other courses, and with practice.
4. If the candidate is a coordinator, the students are provided information concerning the goals, objectives and grading system of the course and the expectations of the faculty.

C. Course Content

1. The course content encompasses the up-to-date body of knowledge generally taught under the course title.
2. The course is revised yearly to include new material and special effort is expanded by the instructor to acquire and maintain pertinent areas of expertise.
3. Students are provided an adequately detailed syllabus of the course along with written, oral or reading assignments.
4. In clinical teaching, the candidate is proficient at the clinical skills he/she is teaching the student and demonstrates the ability to teach and guide students in acquiring these skills.
5. The candidate demonstrates the ability to teach and guide students in acquiring research skills.

D. Assessment

1. Exams correspond to the stated objectives.

Administers examinations, quizzes and assessments utilizing clear and concise language comprised of material that was previously assigned

E. Innovative Course Development and Improvement

The candidate has:

1. Developed totally new courses
2. Developed new segments of existing courses
3. Initiated and/or participated in school-wide changes in teaching methods of curriculum

II. Delivery

A. Communication Skills

The candidate:

1. Speaks clearly and effectively
2. Answers questions clearly
3. Has poise in various situations
4. Demonstrates an interest in presenting the materials
5. Motivates students to become involved with the material
6. In lecture, addresses the audience, not the blackboard or screen; uses audiovisual aids appropriately; organizes presentation well
7. In small group, leads the discussion effectively, and does not dominate the discussion if meant to be an open discussion
8. In one-on-one teaching, provides guidance and direction to the student and answers questions as well as directs the students in answering their own questions
9. In clinical settings, serves as a role model to students in dealing with patients and other health professionals
10. Develops innovative teaching applications such as web-based education
11. Devotes a significant effort to improving student learning

B. Understanding of the Material

The candidate:

1. Displays an adequate as well as up-to-date knowledge of course content
2. Is able to convey the knowledge to student in an understandable manner

III. Interaction with Students

A. Student motivation

The faculty member's impact on student motivation could be evidenced by:

1. The student's selection of a special project elective
2. A student's pursuit of an advanced degree (M.S., Ph.D.)
3. A student's participation in "non-traditional" or "innovative" pharmacy practice

4. A student's participation in school or health-group sponsored activities
5. A student's interest in a particular area of the discipline studies (graduate program)

B. Student Assistance

The candidate:

1. is understanding of students' problems,
2. is generally available and receptive to students in an office setting, and
3. provides or assists in providing special individual tutoring relating to the student's needs.

2. EVALUATION OF SCHOLARLY ACTIVITY

The university has a rubric posted for this evaluation. This description is meant to expand on that rubric and exceed it. An important part of this evaluation is continuity of effort and outcomes.

a. Procedure

(i) Purpose

The purpose of this evaluation is to assess the quality and quantity of the candidate's activity in scholarly areas. The Pharmacy Faculty Affairs Committee has developed a list of all areas that will be given consideration under the scholarship requirements for tenure and/or promotion. These are listed under "Areas of Evaluation" with a description of how accomplishments in each area will be weighted during deliberations. These standards should be higher than undergraduate programs at The University of Findlay.

(ii) Evaluation Mechanism

- 1) The candidate is to prepare a list of his/her scholarly activities.

The candidate should submit to the College of Pharmacy (COP) Faculty Affairs Committee a description of each activity.

- 2) The COP Faculty Affairs Committee will use the information within this report, along with information provided by the Dean, to rate the candidate as being poor, good, excellent or distinguished according to the developed criteria discussed further in this section.

b. Areas of Evaluation

(i) Publications in Refereed Journals

The Faculty Affairs Committee recognizes that publication in refereed journals is the single best indication of scholarship available to the committee for evaluation.

Journals include those in both the Basic Science and the Clinical area. Priority is given to publication in the most prestigious journal(s) in each field. Publications in preparation will not be considered.

(ii) Papers Read (including poster sessions) at Scientific or Professional Meetings

In general, significance of papers will be judged in the following manner. There are exceptions to these general weightings due to the variation in the quality and impact of the various works.

National > Regional > State-Local Invited > Submitted Reviewed > Non-reviewed Original Work > Review Paper

Abstracts are considered only as adjuncts to papers read and not as publications and should not be listed under publications.

Attendance at meetings is not considered evidence of scholarship.

(iii) Grants and Contracts

a. The following ranking system is generally recommended:

b. Approved and Funded > Approved > Submitted

c. Grants or contracts in preparation will not be considered.

d. Principal Investigator > Co-Investigator

e. Consideration will be given to percentage of time devoted to project and responsibilities of the investigator.

f. Full Grants > Starter Grants

g. Outside Agency Grants > In-house Grants (within University)

h. Creative Grants > Service Grants

(iv) Creative Endeavors in Professional Practice

1) Evidence of establishment of new or innovative types of pharmacy services

- 2) Evidence that the practice has had or continues to have demonstrable effect on health care outcome within a practice setting
- 3) Evidence that the practice has influenced the nature of other types of health care delivery (i.e. prescribing of physicians or medication administration by nurses) toward more optimal delivery of health care
- 4) Evidence that the practice has led directly to the establishment of new standards of care within the practice setting or with the profession.

- a. The evidence for each of the above may be presented in the form of encounter data, audit data or consultation data. Such data must be accompanied by letters of reference from department heads and professional peers.

(v) Special Lectures (Invited)

1. This category includes presentations to university groups, governmental agencies, professional organizations, and industrial gatherings that impart specific knowledge in a scientific area of expertise. Presentations to lay groups are not included but are considered to be service. Presentations to only students are considered under teaching.
2. This category would include panel participation provided participation is based on scientific and/or professional expertise.
3. This category does not include Continuing Education that would be considered under teaching.
4. This category does not include chairing sessions at meetings unless a presentation is made.
5. This category does include being a workshop leader in an area of scientific or professional expertise.

- b. Weighting of participation is in the following order, in general:

- c. Invited Lecture > Panel Participation > Workshop Leader

(vi) Consulting

1. Consulting is considered as scholarship, provided the individual person is being called upon as an individual or a member of a group, i.e. Commission, Task Force, Advisory Committee, Study Section.
 - b. Recognition will be weighted in the following manner:
 - c. National > Regional > Local
 - d. Serving as a Chairperson of such a group will be highly valued.
 - e. 2) Consultation can include advising governmental agencies, industry, professional groups or testimony in court. Participation on University of Findlay committees would be considered under service.
 - f. 3) Pay is not a requirement for being a consultant but all work for which one is paid will necessarily be considered under scholarship, and not under service.
- (vii) Patents
- a. Authorship of a patent is highly considered as evidence of creative scholarship.
- (viii) Publications Other Than Reviewed Articles
- a. Publications are, generally, to be weighed as follows in descending order:
 1. Books or chapters in books
 2. Editor of book
 3. Editorial Board of professional or scientific journal
 4. Referee for professional or scientific journal
 5. Book reviews, Letter to the Editor in refereed journals and full length publications or regular columns in non-refereed journals
 - b. Publications in preparation will not be considered (except for invited articles).
- (ix) Honors and Awards
- a. This category includes:

1. Honorary degrees
 2. Fellowship in national professional or scientific organizations
 3. Awards recognizing professional and scientific achievement
- (x) Continuing Education offered by organizations other than The University of Findlay

3. *EVALUATION OF SERVICE*

a. Procedure

(i) Purpose

- (xi) The purpose of this evaluation is to assess the quality and quantity of the candidate's activity in service areas. The Faculty Affairs Committee has developed a list of areas that will be given consideration under the service requirements for tenure and/or promotion. These areas, along with the criteria for evaluation, are discussed later in this section.

(ii) Evaluation Mechanism

1. The candidate is to prepare a list and a description of his/her past and current service activities.
2. The Faculty Affairs Committee will use this information along with the information provided by the Dean and/or the appropriate Chairpersons of committees on which the candidate has served to rate the candidate's service performance as good, excellent or distinguished.

b. Areas of Evaluation

1. The following areas of evaluation have been selected to reflect the candidate's service to the College of Pharmacy, the University, the candidate's profession, disciplines outside the candidate's own profession and the community.

(i) College of Pharmacy and University Service

1) Committee Assignments and Offices Held

- a) Standing Committees and Subcommittees
- b) Ad Hoc Committees

- c) Task Forces
2. Special Service Activities
- a) Campus or University-wide Senate or governing body
 - b) Adviser to student organization
 - c) Graduate Council and Committees
3. Administrative Service
- a) Service Director (e.g., Drug Information, Poison Center, Medication Therapy Management Consultation Center)
 - b) Assistant or Associate Dean
 - c) Dean
 - d) Experiential Learning Program Director
 - e) Department Chair
4. Continuing Education Offered by The University of Findlay
- (ii) Service to the Candidate's Profession
 - 1) Local, State or National Board activities (including preparation or evaluation of instruments)
 - 2) Office held in Professional Societies or Associations
 - 3) Committee activities in Professional Societies or Associations
 - 4) Organization of Local, State or National programs or meetings
 - (iii) Professional Service in Other Than the Candidate's Own Discipline Providing individual consultations in the candidate's areas of expertise with professional colleagues who are outside the area – not part of the routine job description. For example:

- 1) Committee Assignments (Pharmacy and Therapeutics or Human Volunteers Committees)
 - 2) Consulting in Pharmacokinetics Laboratory
 - 3) Consulting in Poison Center
- (iv) Community or Non-University Service
- 1) Non-school lectures or teaching or individual consultation to lay groups in areas relevant to areas of professional expertise
 - 2) Volunteer outreach clinical activities
 - 3) Education or Health Care Planning Programs

4. Guidelines For Letters Of Reference From Individuals Outside Of The College of Pharmacy

As a component of the review process, the Faculty Affairs Committee will request letters of reference from individuals outside the College of Pharmacy. Reviewers will be asked to comment on the impact and quality of the candidate's contribution to professional organizations and the candidate's discipline, the quality and significance of his/her professional publications and presentations, and the candidate's national reputation and relative standing in his/her field. In the case of former teachers, co-authors, colleagues at other institutions, and others acquainted with the faculty member, these evaluators may be able to provide valuable information about teaching, professional responsibility, and other similar characteristics and activities as well as about scholarship.

E. Promotion Review Procedures For Non-Tenure Track Faculty

1. Scope And Relationship To Guidelines, Policies, And Criteria For Other Faculty Appointments

The following section provides guidelines and criteria for appointment, and promotion of Full-Time Non-Tenure Track or Part-Time Non-Tenure Track Faculty with at least a 50% appointment at the College of Pharmacy, as defined in sections II.A.2.a. or II.A.2.b. of the faculty handbook. Position titles covered by this section include Pharmacy School Assistant Professor, Pharmacy School Associate Professor, and Pharmacy School

Professor. Appointment and promotion policies and procedures for Part-Time Non-tenure Track Faculty with less than a 50% appointment at the College of Pharmacy with titles Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor and Clinical Professor, are covered by section II.G. of this handbook entitled Clinical Track Faculty Appointment And Promotion Policies And Procedures.

The general philosophy and procedures for appointment and promotion (i.e., section II.B.), and criteria for appointment and promotion (i.e., section II.C.) of all faculty are consistent with the philosophy and procedures in this section. However, given the periodic and focused nature of the non-tenure track appointments, this section stresses the role of the appointment letter and faculty effort report in the faculty performance evaluation and review process. The requirements necessary to achieve the rank of Pharmacy School Associate Professor, Pharmacy School Professor, Research Associate Professor, and Research Professor are described below.

2. Appointment And Promotion

Appointment to a Non-Tenure Track Faculty position is made at a rank, for a stipulated period of time, and it is generally characterized by a defined scope within one or more of the general areas of teaching, scholarship, and service. The appointment is subject to periodic administrative review that examines both the continuing need for the position as well as a performance evaluation of the individual faculty member in the position. An appointment at the rank of Pharmacy School Assistant Professor is made by the Dean upon recommendation of the appropriate Department Chair, and does not require review or action by the Faculty Affairs Committee. Also, continuation of a non-tenure track faculty member at rank does not require evaluation or action by the Faculty Affairs Committee. There are no stipulations regarding the number of times such an appointment may be renewed or the duration of time an individual may be in such a position at rank without review by the Faculty Affairs Committee. Thus, the following evaluation and review guidelines apply only to promotions (i.e., changes in rank) or initial appointments to the rank of College of Pharmacy Associate Professor, or College of Pharmacy Professor. These guidelines and criteria have been designed to provide a balance between the focused nature of a non-tenure track appointment and the expectation that faculty members who achieve the rank of

Associate Professor or Professor must be multi-dimensional.

It is essential to have an established and clear understanding of the scope of an appointment in order for the Faculty Affairs Committee to conduct a fair evaluation. Terms and conditions of a faculty member's appointment are stated in an appointment letter from either the Dean of the College of Pharmacy or the President of the University of Findlay. Wherever possible, the scope of an appointment for Non-Tenure Track faculty should include specific assignments within the general categories of teaching, scholarship, and service, goals and objectives for these assignments, and an estimate of the proportion of effort that should be expended in each area. When re-appointments are made, the annual Faculty Review should document key elements of performance

for the reporting year, as well as provide a detailed description of the faculty member's assignment and responsibilities for the coming year. Because nontenure track faculty are often hired for a specific purpose(s), information related to the scope of the appointment is required by the Faculty Affairs Committee as part of the portfolio of information used to direct a review for initial appointment or promotion. The Faculty Affairs Committee is committed to utilizing this information to assist the faculty member hired for a specific purpose, yet it is aware that faculty assignments and activities frequently change to meet the needs of the College of Pharmacy, and/or funding agencies.

a. Evaluation Of Teaching

The evaluation of teaching is conducted according to the procedures specified in II.E. "Performance Review Procedures For Tenure-Track Faculty", section 1. "Evaluation Of Teaching Performance."

b. Evaluation Of Scholarship

The purpose of this evaluation is to assess the quality and quantity of the candidate's activity in scholarly areas. Areas of evaluation for scholarship are: Publications, Presentations, Practice, Honors and Awards, Consulting, and Grants and Contracts. The evaluation mechanism is

based on information provided by the candidate in the curriculum vitae, and information provided by the Dean.

Evaluation of Service

The evaluation mechanism is based on information provided by the candidate in the curriculum vitae, and information provided by the Dean.

F. Clinical Track Faculty Appointment And Promotion

NB. We in pharmacy need these appointments, but UF policy does not now allow this. We should hold off on action here until UF catches up.

Individuals who routinely provide student education and training in experiential learning courses are required to hold a faculty appointment with the College of Pharmacy. Clinical Track Faculty who are full-time or part-time employees of the College of Pharmacy must hold adjunct appointments at any rank. Clinical Track Faculty who are not employees of the College of Pharmacy shall hold a Clinical Track faculty appointment, including position titles of Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor and Clinical Professor.

Individuals seeking a Clinical Track faculty appointment must submit evidence of professional qualifications including information regarding their education, training, experience, service, scholarly activities, awards, and licensure. The initial rank of newly appointed Clinical Track faculty shall be consistent with the definitions outlined in University of Florida and College of Pharmacy Policies on Appointment, Rank, and Tenure. Specifically, Clinical Instructors shall hold, as a minimum, a terminal professional degree in pharmacy (a B.S. or Pharm.D. degree). The appointee must have clearly demonstrated potential in the practice of pharmacy, and experiential teaching. To be appointed at the rank of Clinical Assistant Professor, the appointee shall hold, as a minimum, a terminal professional degree in pharmacy, with appropriate experience or advanced training in an area of pharmacy or other health care discipline. In addition, to the requirements of clinical instructor, there must be clear evidence of a high level of

ability in the practice of pharmacy and the potential for excellence in pharmacy or some other health care discipline. The appointee shall also have demonstrated scholarly and/or administrative ability. Recommendations for initial Clinical Track faculty appointment and rank shall be made by the Department Chair for Pharmacy Practice to the Associate/Assistant Dean for External Affairs and the Dean of the College of Pharmacy. The College of Pharmacy Faculty Affairs Committee must review and approve any initial appointment at the Associate Professor or Professor level. The final offer of appointment shall be made by the Academic Vice President. Clinical Track appointments shall be effective for a maximum of two (2) years. Reappointment of Clinical Track faculty shall be made by the Dean at the recommendation of the Associate/Assistant Dean for External Affairs. To be re-appointed, Clinical Track faculty must submit up-dated information regarding their professional qualifications, accomplishments, and licensure. Individuals at the rank of Clinical Instructor who meet the qualifications for Clinical Assistant Professor at the time of reappointment may be appointed to the higher rank at the recommendation of the Associate/Assistant Dean for External Affairs. In general, Clinical Track faculty who do not make themselves available for clinical teaching assignments during the previous appointment period will not be re-appointed in the absence of extenuating circumstances. However, Clinical Track faculty who are not re-appointed may request reinstatement at any time.

Clinical Track Faculty seeking promotion should demonstrate a record of active, consistent, ongoing activity in teaching within the experiential portion of the school's curriculum. Substantial contact time with students, including consistent student interaction is important. The following specific guidelines will be used in assessing the performance and contributions of clinical track faculty.

1. Teaching

Teaching is the primary function of the clinical track faculty and is an important criterion in promotion. Every effort is made to recognize and emphasize excellence in teaching. Evidence of teaching competency shall include but not be limited to teaching evaluations. Visits by the Associate/Assistant Dean for External Affairs or designee, teaching aids and documents developed by the clinical track faculty and peer review.

Experiential Teaching

- a. Review of rotation objectives and expectations with the students, where applicable.
- b. Provision of information to students concerning the goals, objectives and grading system of the course and the expectations of the faculty.
- c. The ability to organize the rotation in a reasonable manner consistent with the College of Pharmacy's curriculum.
- d. Ability to convey knowledge to students in an understandable manner.
- e. The development of teaching aids and demonstrations.
- f. In clinical teaching, the candidate is proficient at the clinical skills he or she is teaching the student and demonstrates the ability to teach and guide students in acquiring these skills.
- g. The ability to evaluate performance and competencies.
- h. In clinical settings serving as a role model to students in dealing with patients and other health professionals.
- i. Evidence of ongoing assessment and improvement of the rotation.

2. Professional Achievements, Innovative Practice And Publications

An important factor in determining a Clinical Track Faculty's merit for promotion shall be his or her contribution in the form of professional achievement, innovative practices and the dissemination of professional information to peers and other professionals.

a. Practice standards and innovation

Activities may include the following:

- (i) Evidence of development and maintenance of new or innovative types of pharmacy services
- (ii) Evidence that the practice has had or continues to have demonstrable effect on health care outcome within a practice setting
- (iii) Evidence that the practice has influenced the nature of other types of health care delivery (e.g. prescribing of physicians or medication administration by nurses) toward more optimal delivery of health care

(iv) Evidence that the practice has led directly to the establishment of new standards of care within the practice setting or within the profession

b. Presentations and Publications

(i) Presentations to professional groups (e.g. pharmacists, physicians and nurses)

(ii) Publications in appropriate journals as well as the less formalized print or electronic media.

(iii) Television and/or radio appearances and presentations relevant to pharmacy practice

(iv) Participation in the didactic program of the College of Pharmacy

3. Service

a. Professional Participation

Recognition will be given to participation in the activities of professional societies in the form of membership on committees, service as an officer or in some other active participation role.

b. University Service

Participation on committees and/or task forces: departmental, program, College of Pharmacy, Campus or University.

c. Community Service

(i) Community Development Organizations

(ii) Charitable Organizations

(iii) Fraternal Organizations

The promotion process may be initiated by the Associate/Assistant Dean for External Affairs, or it may be initiated by the Clinical Track faculty member.

Clinical Track faculty independently seeking promotion to the rank of Clinical Associate Professor or Clinical Professor must submit a written request to the Dean in accordance with the College of Pharmacy's faculty promotion and review annual timetable. The procedures and criteria for promotion of Clinical Track faculty shall be similar to regular Pharmacy Faculty Handbook

faculty. The Dean will establish the review process and will forward a letter of recommendation to the Faculty Affairs Committee with accompanying documentation. The Faculty Affairs Committee will review the documentation and respond to the Dean.

III. Faculty Development Plan

The term "faculty development" describes those activities faculty members undertake to maintain and improve their capabilities to perform their academic tasks. While the format of those activities may vary widely, the essential component is that the faculty member is learning. The objectives and motivation for faculty development are different for new faculty compared to established faculty, so we will consider each separately. However, the key to successful development in both cases is planning. There must be cooperative planning between the administration and the faculty member so that realistic goals are set and resources (time and money) may be specifically allocated to establish them. While the every-seven-year sabbatical is the traditional form of academic faculty development, the planning and goal setting must occur annually so that some faculty development goes on continually.

1. New Faculty

For new faculty, the motivation for faculty development is professional advancement and promotion. New faculty often have difficulty with the area of "Scholarship". Subsequently, attention is focused on this area, New faculty need (1) to develop the ability to balance their academic activities (i.e. teaching, research, and service), (2) to develop relationships with established researchers who can serve as their mentors and collaborators, (3) to learn grant-writing skills and about opportunities, and (4) to learn "the ropes", i.e., how the university system works and what is necessary for promotion and/or tenure.

Each new faculty member will be assigned to a senior faculty member to serve as a mentor for the first year. A different mentor may be selected for subsequent years. The responsibility for aiding the new faculty member falls squarely on the faculty assigned mentor and Department Chair. Senior faculty share the responsibility for helping the new faculty member to gain the skills listed above, but the Department Chair must ensure that they are acquired. The Department Chair should meet initially with the faculty member to formulate a development plan with realistic expectations and allocation of faculty effort. Thereafter the Department Chair should review his/her progress annually and make alterations in the plan as necessary. It is very important that the yearly feedback and salary rewards coincide with promotion requirements. The Department Chair can also be very helpful in guiding new faculty members to established investigators with

whom they may collaborate. This is especially important in a College of Pharmacy where there often are few (or only one) faculty in a given area of research.

The Faculty Affairs Committee should meet with new faculty members during their first semester on the job and will provide a three-year review to help them identify which areas need strengthening prior to the official University mid-tenure review.

The Faculty Affairs Committee and Department Chair should take the initiative in carrying out and participating in this review, especially assuring that it is coordinated with The University of Findlay system.

2. Established Faculty

For established faculty members the objective of faculty development is to maintain productivity, excitement, and a current knowledge base and to avoid the malaise that results from feeling overworked and under-appreciated. The motivation for maintaining such productivity includes not only salary rewards, but also positive administrative feedback, peer recognition, and self-satisfaction. The format for faculty development for established faculty members will vary. Certainly all faculty members need to attend national meetings, and all need time to read and think. Retraining on either a short-term basis (e.g., short courses, mini-sabbaticals) or a long-term basis (e.g., full sabbaticals) may be necessary. In any case, maintaining and improving faculty productivity requires careful allocation of faculty time, development of defined and realistic expectations, and rewards commensurate with the achievement of those expectations.

3. Role of the Faculty Annual Review

The focus for accomplishing faculty development in our College of Pharmacy is the annual review. It is a way to provide a basis for negotiation of the next year's activities, including those pertaining to faculty development. Planning must occur on a personal and on an administrative level. Expectations must be realistic, especially in terms of faculty time, and resources must be allocated in order to allow each faculty member to pursue some faculty development goals. We envision a process in which the Department Chair will meet and discuss the past

year's performance as well as the next year's goals with the faculty member. The discussion must take the form of a negotiation and must include specific discussion of allocation of resources to accomplish these goals. Finally, the Department Chair should provide written feedback to each faculty member summarizing the evaluation, and the final agreement on goals. This feedback and discussion should occur over and above the ranking of faculty members for salary purposes, which necessarily involves a comparison of one faculty member with another. The annual review will be due at the end of September, to cover activities performed in the previous academic year. The discussion and negotiation between the Department Chair and the faculty members will occur during August and September. It is essential that the whole process, including written feedback from the Department Chair, be concluded by the beginning of October, to provide time for faculty members to plan their activities for year. Provision for such individualized review and planning should be retained even in the event that the administrative organization of the College of Pharmacy is changed. Granted, expansion in the size of administrative units might make the process more difficult to carry out; nonetheless procedures must be established to allow continuation of this important activity.

IV. Professional Concerns

A. Licensure for Practice Faculty

College of Pharmacy faculty with responsibility for providing pharmaceutical care to patients or supervising students who are performing direct pharmaceutical care to patients, are expected to be licensed to practice pharmacy in the state of practice.

B. Examinations and Grading

Faculty are responsible for fairly assessing student performance and assigning grades. The assignment of grades must be based on student performance and not influenced by non-academic factors. Examination security must be maintained. This includes keeping paper and electronic copies of exams and draft exams stored in a manner that will not allow unauthorized access.

Examinations must be proctored to assure that cheating does not occur.

Detailed procedures regarding examination policies exist and are maintained by the college. Full examination procedures will be adopted to the manual after two semesters of successful implementation.

C. Smoke Free Building

Smoking is prohibited anywhere in or around the College of Pharmacy buildings.

D. Standard Operating Procedures (SOP) for Ordering and Receiving Legend and Controlled Substances

SOPs for Ordering and Receiving Legend and Controlled Substances exist and are maintained by the college (available on the website). When legend and controlled substances are ordered, this process must be followed.

E. Responsibilities of Academic Advisors

Academic Advisors provide assistance to students in their professional and personal development. In providing information to students, it is essential that confidentiality be maintained in your relationship with your advisees. Legal requirements limit what you can disclose to others. If you must talk to others (including parents and friends) about a student's academic (GPA, class standing, test scores, etc.) and/or personal progress, the student must grant written permission. In the absence of permission, you should instruct others to ask the student directly. You, as an Advisor, can discuss the policies and procedures used in the academic process without obtaining student permission. It is important that the Academic Advisor convey to students the confidential nature of the relationship since this builds trust and can facilitate a good Academic Advisor-Advisee relationship.

The responsibilities of the Advisor includes:

1. Communicating the rationale for the academic requirements in pharmacy,
2. Reviewing the student's study skills,
3. Reviewing course selections,
4. Encouraging extracurricular involvement,

5. Exploring career choices,
6. Knowing when and how to refer students for additional help or information,
7. Communicating effectively,
8. Assisting students in the problem solving process by weighing possible options and making informed, realistic decisions.

F. Waivers

Waiving of a prerequisite for a course can be done by the professor in charge of the course, with the concurrence of the appropriate Department Chair and the Dean's Office.

The Dean of the College of Pharmacy can waive a course requirement. The student does not receive academic credit in that case. This waiver is only granted when the circumstance occasioning the waiver is not under the student's control and when the Dean is convinced that the student has mastered the material in some other way. Such waivers are extremely rare.

Acknowledgment

Many of the ideas in this book were lifted in whole or part from other readily available sources. Those include other handbooks on this campus, but also Ohio Northern University, the University of Maryland and Purdue University. The Faculty Affairs Committee is responsible for its periodic update.

VI. Review/Update

This handbook was last reviewed and/or amended in Jan, 2019.

[Handbook](#)