



University of Pittsburgh

School of Pharmacy

Appointment, Promotion, and Award of Tenure:
Faculty and Committee Guidance Document

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PROCESS FOR APPOINTING CANDIDATES TO THE FACULTY

All faculty members of the School of Pharmacy must be appointed to a department.

Role of the Department Chair

At the conclusion of a search, the department chair has the responsibility of checking references, gaining administrative approval for the offer, and recommends the rank to which the candidate is to be appointed.

Senior lecturer, instructor, and assistant professor. For appointments at the ranks of senior lecturer, instructor, and assistant professor, the department chair forwards the candidate's CV, other summaries of credentials, and a minimum of three letters of recommendation along with the appointment letter to the dean. The dean subsequently sends the entire packet for approval by the senior vice chancellor.

Associate professor and professor. For appointments at the rank of associate professor and professor, the department chair works with the candidate who must develop a dossier that is suitable for reviewing credentials for teaching, research, and service. The department chair forwards the candidate's CV, dossier, and a minimum of six letters of recommendation to the Appointment, Promotion, and Tenure Committee for review. The department chair also submits a letter to the committee recommending the candidate at the specified rank and tenure status.

The Role of the Appointment, Promotion and Tenure Committee

Appointment to the faculty is time sensitive. Therefore, the committee has the responsibility of reviewing the material and responding in a timely fashion.

The committee reviews the candidate's credentials using the School of Pharmacy's "Guidelines and Criteria for Faculty Promotion and Award of Tenure" for appointment at the specified rank. The committee members consider the experience and accomplishments of the candidate with regard to academic degree; accomplishments in teaching, scholarly work, and service; and current or planned involvement in school programs. After such review, the committee's recommendation—including suggested rank—the curriculum vitae of the individual, and all other relevant documents is committed to writing and is forwarded to the dean for further action.

In cases of appointment to a tenured position, the chancellor gives the final approval and makes the appointment.

Approved by the School of Pharmacy
January 20, 2015

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PROCESS FOR FACULTY PROMOTION AND AWARD OF TENURE

The process of promotion at any rank is initiated by submission of a letter from the department chair along with supporting documents submitted by the candidate. The letter from the department chair should be addressed to the chair of the Academic Appointment, Promotion and Tenure (APT) Committee and should indicate intent to support, or not to support, the candidate's request for promotion to a specific rank, with or without tenure.

For promotion to the rank of associate professor or professor, the candidate under consideration must prepare a promotion review document. This document must contain a personal statement summarizing the candidate's record of achievements, an updated CV, and portfolios that provide documentation of accomplishments and impact in the areas of teaching, research, clinical practice (if applicable), and service. The promotion review document should be prepared according to the guidelines provided below. The candidate also is encouraged to provide a list to the APT committee of recommended external reviewers.

For promotion from instructor to assistant professor, the candidate under consideration must provide an updated CV and a letter describing the candidate's potential for meaningful contributions and impact that would justify promotion. Other components of a promotion review document, such as portfolios documenting accomplishments in teaching, research, and service, are not required for promotion from instructor to assistant professor.

Promotion to Associate Professor or Professor

Once the letter from the department chair and supporting documents are received by the APT Committee chair, a list of 10-12 potential external referees is compiled by the committee. This list will include at least one individual recommended by the candidate and at least one individual recommended by the candidate's department chair. All external referees will hold a position and rank equivalent to or above the position and rank to which the candidate aspires. External referees are contacted, the promotion review document and guidelines are distributed, and responses are collected. Letters of review also are solicited from faculty within the candidate's department with rank at or above the rank to which the candidate aspires.

Once all letters are received, the committee meets, undergoes careful review of the data, and votes on a recommendation to approve the request for promotion. Only APT members at or above the rank to which the candidate aspires are eligible to vote on the recommendation for promotion. If the candidate is also being considered for tenure, a separate vote is taken on the recommendation for conferral of tenure. Only those APT members with tenure are eligible to vote on the recommendation for conferral of tenure. A report is submitted to the dean summarizing these activities and the recommendations of the committee.

Promotion from Instructor to Assistant Professor

The letter from the department chair and supporting documents from the candidate are reviewed by the APT committee. After careful review, the committee votes on a recommendation to approve the request for promotion. A report is submitted to the dean summarizing these activities and the recommendations of the committee.

Process: Promotion and Tenure

Next steps

After the dean receives the report from the APT Committee, the dean submits a recommendation along with the supporting documents to the Office of the Senior Vice Chancellor of the Health Sciences. The senior vice chancellor of the health sciences and provost, serially recommend action after review of the entire packet of letters and the promotion review document. In the case of tenure, all materials and recommendations from the senior vice chancellor and provost are forwarded to the chancellor for further review. An additional step engages Faculty Records. Once the candidate's entire packet has been acted upon, the Office of the Dean and the candidate are notified. See Appendix 1 for a timeline.

For details concerning faculty reviews and appeals, grievances, faculty leave, and appointment to the rank of distinguished professor, faculty are referred to the following policies and guidelines:

<http://www.provost.pitt.edu/faculty-affairs/>

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MODELS (“PATHWAYS”) IN THE TENURE AND NON-TENURE TRACKS

INSTRUCTOR	ASSISTANT PROFESSOR, ASSOCIATE PROFESSOR, PROFESSOR				
	NON-TENURE TRACK				TENURE TRACK
	ADJUNCT PREFIX	VISITING PREFIX	RESEARCH PREFIX	NO PREFIX	NO PREFIX
Activities devoted primarily to advancing the teaching mission of the school, through classroom teaching and mentoring of students and residents.	Primary employment outside academic unit of university	Temporary Appointment usually for not more than 1 academic year	Activities devoted primarily to research/scholarly activity.	Activities and accomplishments are expected in the areas of: Teaching Research/scholarship Service Clinical Practice (if applicable) The breadth and intensity of activity within each area to vary in accordance with career focus	Activities and accomplishments are expected in the areas of: teaching research/scholarship service clinical practice (if applicable) The breadth and intensity of activity within each area to vary in accordance with career focus. For those in the tenure path, greater emphasis is placed on the candidate's record of scholarly contributions and the advancement of human knowledge.

PREPARATION OF THE PROMOTION DOCUMENT

For promotion to the ranks of associate professor or professor, the candidate under consideration must submit a promotion review document. The purpose of this document is to provide evidence that the candidate meets all of the criteria necessary for promotion as described in the *Guidelines for Promotion*.

The promotion review document must contain a personal statement summarizing the candidate's record of achievements, an updated CV, and portfolios that provide documentation of accomplishments and impact in the areas of teaching, research, clinical practice (if applicable), and service. Suggested items for inclusion for which no supporting documentation exists should not be identified. The portfolio review document will be used by the Academic Appointment, Promotion and Tenure (APT) Committee, as well as by other internal and external reviewers, to evaluate the candidate's eligibility for promotion. It is intended that completion of the annual Faculty Achievement Reports will expedite the preparation of the candidate's promotion document. The due date for submission of the completed document to the department chair is March 15th. The complete timetable for submission and review can be found in Appendix 1.

The promotion review document has three sections: a personal statement, a standardized curriculum vitae (Appendix 2), and portfolios of supporting materials for teaching, research, clinical practice (if applicable), and service. (Suggested elements are listed in Appendix 3).

A. Personal Statement

The candidate must provide a personal statement (maximum four pages) in the form of an executive summary to highlight the importance of selected items in the CV and appendices. The personal statement is an opportunity for the candidate to summarize the evidence of career progression and the ways in which his/her performance and activities meet the standards for promotion. Included in this should be evidence of recognizable career goals and objectives.

B. Curriculum Vitae

The curriculum vitae section of the promotion review document should be succinct to allow reviewers to see the progression of work, record of scholarly activity, and integration of professional accomplishments. The outline and format for the School of Pharmacy curriculum vitae is provided in Appendix 2. In general, the curriculum vitae should be modified only to the extent of indicating reference to the appropriate sections of the portfolios.

C. Portfolios

A portfolio is a collection of creative work intended to document or illustrate accomplishments in a specific area of professional activity. For example, a teaching portfolio should document and provide examples illustrating effectiveness and creativity in teaching. A research portfolio should document and provide examples illustrating creativity, productivity, and impact in research. The promotion review document should contain a series of portfolios, guided by the curriculum vitae that provide documentation of professional accomplishments in the areas of teaching, scholarly work, service and patient care (where applicable). Suggested elements for inclusion in the portfolios are listed in Appendix 3.

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APPENDIX 1. TIMETABLE FOR THE PROMOTION PROCESS

This timeline applies to faculty members whose appointments run from July 1 through June 30. Exceptions will be made for faculty whose appointments are on a different “calendar”. The timeline reflects the chronologic sequence of events pertinent to one promotion cycle.

By September 15

Annual email from the dean’s office reminding all faculty members about the promotion/tenure calendar.

June - July

At the annual evaluation meeting, the department chair and faculty member discuss the faculty member’s qualification for promotion and/of tenure in the upcoming year. If the faculty member is qualified for promotion, he/she begins assembly of a promotion review document.

By March 15

Candidate submits complete promotion review document to the department chair. The Chair and candidate evaluate and revise document.

By May 15

The department chair submits to the chair of the APT Committee:

- a letter indicating the chair’s intent to support, or not to support, the candidate’s request for promotion to a specific rank, with or without tenure,
- the candidate’s edited promotion review document,
- a list of chair-suggested external referees
- a list of candidate-suggested external referees

May 30

At its annual standing meeting, the APT Committee selects a co-chair for the promotion and assembles a list of external reviewers from whom letters of recommendation will be solicited.

By July 1

The APT Committee co-chair mails the dossier to the external reviewers and requests an evaluation letter from the department faculty members of appropriate academic rank.

August 1 – September 15

The APT Committee co-chair collects evaluation letters from external and internal reviewers. If desired, the candidate submits additional information deemed as new achievements.

By November 1

The APT Committee chair submits recommendation to the dean along with supporting documents and concurrently informs the candidate and the department chair of the completion of the committee’s evaluation.

After November 1

The dean requests from the faculty member an updated *curriculum vitae* prior to writing the dean’s recommendation letter and sending the package for next-level review.

Appendix 1
Timeline for Promotion

By January 5

The dean submits recommendations to the Office of the Senior Vice Chancellor for Health Sciences, and informs the candidate of the completion of the evaluation at the school level.

By July 1

Candidate is notified as to status of application.

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February 25, 2015

APPENDIX 2: SAMPLE CURRICULUM VITAE

month, year of preparation

Name

Office Address: Building Address
Department Name
University of Pittsburgh
Pittsburgh, PA 15261
Phone Number
E-mail

EDUCATION

xxxx-xxxx	Institution	Degree Awarded
xxxx-xxxx	Institution	Degree Awarded

APPOINTMENTS AND POSITIONS

This section is the only one in which the most recent event is listed first. Rationale: The reader should be able to identify your current position.

ACADEMIC:

xxxxxx-	Current position(s) first, University, School, Department
xxxxxx-xxxxxx	Indicate past positions

NON-ACADEMIC:

xxxx-xxxx	Position title, organization, city, state
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LICENSURE AND CERTIFICATION

xxxx	State, License number
xxxx	Description of certification and number

HONORS AND AWARDS

xxxx	List in chronological order, with the most recent honor/award last
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MEMBERSHIPS IN PROFESSIONAL AND SCIENTIFIC SOCIETIES

xxxx-	Provide names
-------	---------------

Name
Page

CURRENT POSITION

SERVICE

COMMITTEES

PROFESSIONAL ORGANIZATIONS (Including offices held)

xxxx-xxxx Committee name, Organization

NATIONAL/REGIONAL

*These should be in chronological order.*xxxx-xxxx Committee; Organization

UNIVERSITY/HEALTH SYSTEM WIDE

These should be in chronological order; indicate University of Pittsburgh or Department Name after the committee name.

xxxx-xxxx Committee; University of Pittsburgh or Branch of Health System

xxxx-xxxx Committee; hospital name

SCHOOL OF PHARMACY

These should be in chronological order.

xxxx-xxxx Committee

CONSULTANT

xxxx-xxxx Organization

REVIEWER

Journal Reviewer

xx85- Journal Name

Editorial Advisory Board

xxxx Book, Journal name

Other

xxxx-xxxx e.g., Society Name, abstract reviewer

OTHER

xxxx Cite service-related information: e.g., faculty advisor to student organizations

PRESENTATIONS

If there are many presentations, divide by type of presentation (e.g., continuing education, invited lectures, in-service education).

Title of presentation, place, date

RESEARCH INTERESTS

Provide a succinct narrative describing research focus.

PUBLICATIONS

PEER REVIEWED ARTICLES

Students* under my direction are indicated by an asterisk.

Copies of manuscripts appear in the Publications Portfolio.

1. Last name FM, etc. Title. Journal xxxx; vol: inclusive pages.

Name
Page

INVITED PAPERS AND BOOK CHAPTERS

1. As above

BOOKS AND MONOGRAPHS

1. Book Title. Editors, Publisher, City, year. (Number of pages)

INVESTIGATIONAL NEW DRUG APPLICATION(s):

List authors as in publications above. Title. Date. IND #

OTHER: (list miscellaneous publications)

ABSTRACTS AND SCIENTIFIC PRESENTATIONS AT MEETINGS

Students* under my direction are indicated by an asterisk.

Author list (use publication format)

Title. Meeting Name, City, ST, Date.

Published: Journal xxxx; Vol:pg.

GRANT PROPOSALS FUNDED

Title. Funding Agency: \$amount. Principal or Co-Investigator.

As above.

APPENDIX 3: EXAMPLES OF EVIDENCE FOR INCLUSION IN FACULTY PORTFOLIOS FOR TEACHING, RESEARCH, SERVICE, AND PATIENT CARE (IF APPLICABLE)

1. EVALUATION OF TEACHING

- A. Evidence that the faculty member has assumed responsibilities related to the department's, school's, or university's teaching mission.
 - 1. List undergraduate, graduate and professional courses taught; include course title, course number, number of lecture hours, and/or percentage of course taught.
 - 2. Include a statement of teaching roles and responsibilities.
 - 3. Include a reflective statement of teaching goals and approaches.
 - 4. Provide a list of professional and graduate student advisees.
 - 5. Document participation in continuing education conferences, workshops, short courses, or other continuing educational activities; indicate the extent of participation (e.g., lecturer, moderator, coordinator, chair); estimate the number of people reached by each activity.

- B. Evidence that the faculty member has assumed administrative or supervisory responsibility for courses.
 - 1. Describe administrative or supervisory responsibilities undertaken for specific courses.

- C. Evidence that the faculty member has contributed to course and curricular development.
 - 1. Document service on any committees related to teaching or curricular development, such as the Curriculum Committee or special committees to examine curricular issues.
 - 2. Provide samples of representative course materials such as syllabi, assignments, case studies, problem sets, handouts.
 - 3. Provide documentation of any reviews of colleagues' texts, teaching materials.

- D. Evidence that the faculty member has used innovative approaches in teaching, such as the preparation of creative instructional materials or classroom techniques or use of technology or assessment methodology.
 - 1. List any grants received for developing instructional materials.
 - 2. Include any evidence of peer recognition for materials developed.
 - 3. Provide representative samples of teaching innovations, with evaluations.
 - 4. Describe uses of novel technology to advance learning.
 - 5. Cite any invited regional/national/international presentations or publications resulting from teaching innovations.

- E. Evidence that the faculty member has performed research in educational methods and techniques.
 - 1. List scholarly publications related to teaching.
 - 2. List grants received for teaching or educational projects
 - 3. Include a list of presentations at professional meetings that relate to teaching. List publications by other authors which cite the candidate's publications.
 - 4. Describe any educational research efforts undertaken and their results.
 - 5. Include any invitations to consult, give workshops, write articles, or give lectures on teaching research.

6. Provide evidence that teaching contributions are being utilized at other institutions.
 7. Provide any other evidence that teaching contributions are being utilized at other institutions.
- F. Evidence of teaching effectiveness. The faculty member can document organization of subject matter, effective classroom communications, knowledge of the subject, and appropriate use of assessment methods.
1. Provide examples of course syllabi.
 2. Include a summary of the Office of Faculty Development's evaluation of videotaped classes.
 3. Include summaries of student evaluations.
 4. Include evaluations for any continuing education programs presented.
 5. Provide a grade distribution for courses taught.
 6. Provide copies for graded examinations with feedback to students on performance. Include some from the best and some from the poorest students.
 7. Include examples of completed assignments, including some from the best and poorest students with feedback to students.
 8. Describe any awards or honors received for teaching excellence.
- G. Evidence of enthusiasm for and continuing efforts to improve teaching.
1. List any regional or national teaching institutes or educational meetings attended.
 2. Describe any efforts undertaken to employ new methods of teaching, assessment, or grading to improve teaching.
 3. Describe how attendance or participation in courses, workshops, or other programs has improved teaching.
- H. Evidence of active participation in professional teaching societies, especially the American Association of Colleges of Pharmacy.
1. List dates of society membership, committee service, and elected or appointed offices held.
- I. Evidence of counseling and advising of students.
1. Include any unsolicited comments and letters from students and parents.
 2. Document service as faculty advisor for student groups.
 3. Describe activity in the school's academic advising programs.
- J. Other evidence of teaching excellence.

2. EVALUATION OF SCHOLARLY WORK

- A. Publication of refereed research papers.
1. List refereed papers and equivalent publications as a group; provide full details regarding the publications, including title, name of the journal, volume, inclusive pagination, and the year; in instances of multiple authorship, provide the complete listing of authors and indicate the senior or major contributing author by an asterisk; in instances of full joint and equal authorship, each should carry an asterisk; in instances of secondary authorship, the candidate should indicate his/her contribution to the publication.
 2. Provide evidence that research has provided new breakthroughs or stimulated the work of other investigators.

3. List publications by other authors in which the candidate's research was cited.
 4. For promotion to professor, candidates should consider providing a list of approximately 15 of their most important publications along with a brief annotation of the significance of each.
- B. Presentation of original research at scientific meetings.
1. Cite the titles of the presentation and meeting, the date, the meeting location, and whether the paper was presented in platform or poster format.
 2. Cite corresponding published scientific abstracts in the manner described under A1 above.
- C. Submission of grant proposals.
1. Include grants actually received, , those submitted and awaiting approval, and those approved but not funded; list title of proposal, co-investigators, sponsoring agency, dollar amount, and dates of funding; in cases of center grants, list funding amount that came to the school; describe the candidate's role in the project.
- D. Current research interests and projects in progress.
1. List current general interest areas.
 2. Describe ongoing projects including title and co-investigators, the sponsoring agency and amount of grant support (Total, if funded), and the candidate's role on the project.
- E. Authorship of other scholarly publications.
1. Cite books, book chapters, review articles, case reports, book reviews, bulletins, and monographs giving complete reference information. If submitted papers are included, the name of the journal should not be included. Do not report newsletters, popular magazine articles, and other materials of temporary educational value; such material can be included in the Professional Practice and Service section.
- F. Invited lectures presented.
1. List title of lecture, title of meeting and sponsor, date, and location.
- G. Research activities with undergraduate and graduate students and residents.
1. Describe sponsorship of undergraduate research projects.
 2. List service as a major professor or committee member for graduate students; list the students involved, the dates of participation, the thesis and dissertation titles.
 3. Document any significant consultation with graduate students concerning their research as a member or non-member of their committee.
 4. Describe responsibility for direction of research in the absence of the student's major professor.
 5. Cite publications emanating from the direction or sponsorship of student research.
- H. Evidence of interdisciplinary research collaboration.
1. Describe the individual's role in collaborative projects.

- I. Service as reviewer of grant proposals and manuscripts.
 - 1. List service on peer review committees and as referee for scientific journals or other publications; provide name of organization or journal and dates of service.
- J. Service on editorial boards.
 - 1. List title of journals and dates of service.
- K. Service as a scientific consultant.
 - 1. List names of government agencies or private corporations and dates of service.
- L. Invited editorships, lectureships, and chairmanships.
 - 1. List names of organizations or journals and dates of service.
- M. Appointments to advisory boards or committees.
 - 1. List appointments that were based on research accomplishments of the individual.
- N. Participation in scientific or clinical research organizations.
 - 1. List organization memberships.
 - 2. Describe service on committees (designate as member or chair).
 - 3. List election to office or fellowship.
 - 4. Describe other evidence of activity within these organizations.
- O. Research awards received and other evidence of excellence in research.
 - 1. Describe, if applicable.

3. EVALUATION OF PROFESSIONAL PRACTICE

- A. Evidence of substantial contributions in pharmaceutical care.
 - 1. Describe the nature of the practice, the duration of the service, and time commitment required.
 - 2. Provide evidence from peers and other health professionals with whom the individual practices that meaningful contributions in professional practice are being made by the faculty member.
 - 3. Describe any contributions to the creation, implementation, or improvement of standard-of-care national guidelines, or to the creation and implementation of new pharmacy services.
- B. Leadership in professional practice programs.
 - 1. Describe the individual's role in developing, implementing or supervising patient care programs.
- C. Publication of scholarly articles concerning professional practice.
 - 1. Cite published papers in the format described above.
 - 2. List publications by other authors in which the candidate's papers were cited.
- D. Written materials prepared for practice and/or patient care purposes, as for institutions/organizations or other purposes.
 - 1. Cite educational articles, newsletters, and monographs written.
- E. Participation in activities to ensure the optimal use of medications.

1. List and describe membership and responsibilities in pharmacy and therapeutics committees, drug usage evaluation, and other institutional committees or programs.
- F. Efforts to maintain professional competence.
1. List information relative to attendance at educational meetings, conferences, and symposia.
 2. Describe other activities devoted to maintenance of professional knowledge and skills.
- G. Presentation of educational programs.
1. List educational programs/lectures for physicians, nurses, and other health professionals, as well as non-professional groups.
 2. List title of lecture, title of meeting and sponsor, date, and location; estimate the number of people reached by each activity.

4. SERVICE TO THE SCHOOL, THE UNIVERSITY AND TO PROFESSIONAL AND SCIENTIFIC ORGANIZATIONS

- A. Participation in professional organizations.
1. Describe membership and activities in any local, regional, national, or international organizations not included elsewhere in the promotion document.
- B. Participation in departmental, school, and university activities or faculty governance.
1. Describe type and extent of participation in committees and other service activities.
 2. List membership and offices held in the faculty assembly or university senate.
- C. Participation in faculty governance.
1. List membership and offices held in the faculty assembly or university senate.
- D. Service as faculty advisor for student organizations.
1. List name of organization and dates of service.
- E. Honors and awards received for outstanding service contributions.
1. List name of award, sponsor, and year received.
- F. Other service contributions resulting in recognition.
1. Describe participation in community and governmental service programs not included elsewhere in the promotion document; report only activities that are directly related to professional expertise and responsibilities.
- G. Other evidence of exemplary professional practice.
1. Provide any additional documentation, if applicable.

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