



# Appointment, Promotion, and Tenure Guidelines



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## 1. PREFACE & Appointment Promotion & Tenure (APT) Key Elements

This document is a summary of commonly used terms and relevant conditions of employment of faculty in the College of Pharmacy (College), a component of USF Health, at the University of South Florida (University), as provided by current governing rules and policies of the University and the College. Nothing stated herein precludes the University Board of Trustees, the University or College from altering or amending any policies or rules described, or from otherwise exercising ordinary and customary functions of management with regard to these matters. Other University policy and procedure statements, such as the Search and Selection Guidelines, provide additional information related to the matters described herein. The College will follow the FLA Admin. Code Ann. r. 6C-5.940 for the promotion and tenure of faculty at the College of Pharmacy.

The key elements of the policy are as follows:

- Faculty tenure shall be administered consistent with the following provisions:
  - The award of tenure shall provide annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.
  - Tenure is awarded upon demonstration of highly competent performance. Tenure criteria shall address the areas of teaching; research and other scholarly activities; and service to the public, the discipline, and the university including those professional responsibilities consistent with faculty status. These criteria shall take into account the mission and needs of the College of Pharmacy and shall place appropriate emphasis upon teaching and teaching-related scholarship. In this regard, the College of Pharmacy shall ensure that teaching is evaluated broadly, including assessments by peers and students, and that teaching performance is prominently considered in the award of tenure. In case of Pharmaceutical Sciences Department (PS) faculty, research/scholarly contribution will be an important aspect for tenure evaluation, while for Pharmacotherapeutics and Clinical Research (PCR) faculty, clinical services will be an important aspect for tenure evaluation.
  - Tenure shall be held as ranked Faculty in an academic department/unit and shall not extend to administrative appointments.
  - Appointments to the ranks of assistant professor, associate professor, and professor are tenure-earning when they do not include the appointment modifier of acting, adjunct, joint, provisional, visiting, research, clinical, courtesy, honorary, or affiliate. Appointments which include the appointment modifier of multi-year, joint, provisional, visiting, research, clinical, or affiliate are ordinarily non-tenure-earning, however, employees with these appointment modifiers may earn time toward tenure as determined by the Dean of the College of Pharmacy at the time of appointment. If an employee is initially appointed to the rank of instructor or to a non-tenure-earning rank and is subsequently appointed to a tenure-earning position, all or a portion of the prior service in such non-tenure-earning position may be counted toward tenure, provided the Dean of the College of Pharmacy agrees to credit such service.

- The decision to recommend an employee for tenure shall be made no later than the sixth year of continuous full-time service or equivalent part-time service in a tenure-earning position. Tenure-earning employees not recommended for tenure by the end of six years of continuous full-time, or equivalent part-time service, shall be given notice (One month or one year in advance- duration of the notice, should be mentioned) that further employment will not be offered. Full-time service for the purpose of tenure eligibility shall mean employment at 1.0 FTE during at least 39 weeks of any twelve month or nine month contract. Part-time service shall mean employment during at least one semester of any twelve month period.
- At the time of employment, the Dean of the College of Pharmacy may credit an employee with tenure-earning service from another institution of higher education, however, such credit shall be limited to not more than two years of tenure-earning service for an assistant professor, not more than three years for an associate professor, and not more than four years for a professor.
- Time spent on a joint appointment or approved personnel exchange program of the university, or a special assignment, which benefits the university shall be counted toward tenure eligibility. Time spent away from the University for other purposes shall not be counted toward tenure eligibility.
- Time spent on paid leave shall be tenure-earning unless otherwise agreed at the time of such leave. Time spent on unpaid leave shall not be credited as tenure earning except as approved by the Dean of the College of Pharmacy.
- The recommendation of an employee for tenure shall signify that the Dean of the College of Pharmacy is satisfied that employee will continue to make significant professional contributions to the University and the academic community. Upon recommendation by the Dean of the College of Pharmacy and approval by the Board, tenure shall be awarded.
- With sufficient justification, tenure may also be recommended by the Dean of the College of Pharmacy and approved by the Board at the time of initial appointment or prior to the sixth year of tenure-earning service.
- Transfer of tenure shall be at the discretion of the University to which the employee is transferring.

➤ Permanent status for USF COP employees shall be administered consistent with the following provisions.

- An employee earns permanent status in the class after successful completion of the designated probationary period and has rights to remain in the class or to contest adverse action taken against the employee while serving in the class.
- An employee with permanent status filling a time-limited position shall not have retention rights or other rights provided under layoff and recall provisions.

- An employee without permanent status in any class may be terminated at any time without the right to appeal such action. Specific Authority 240.209(1), (3)(f) FS. Law Implemented 240.209(1), (3)(f), 240.227 (1), (5), (19) FS. History--New 1-24-96, Amended 1-30-97, 8-17-99.

## 2. ORGANIZATION OF THE FACULTY

Faculty members in the College are assigned academic classifications and titles in accordance with the University's Classification Plan. Classifications and titles depend upon the nature of the assignments and individual qualifications; appointments are made on an annual basis.

### 2.1 ACADEMIC DEPARTMENTS

The College is comprised of two academic departments.

1. Pharmaceutical Sciences (PS) and
2. Pharmacotherapeutics and Clinical Research (PCR)

All faculty appointments and awards of tenure are ordinarily made in one of the academic departments.

### 2.2 THE FACULTY

The faculty of the College is organized into three major groupings.

(1) **Core Faculty:** The Core Faculty is comprised of faculty with:

The ranks of Assistant Professor, Associate Professor, Professor, and University appointments that include one of the following appointment categories (defined under **Section 2.4** below): "Regular," "Clinical," "Research," "Scientist Educator" and "Clinician Educator," and Continuing appointments that are either full-time (1.0 FTE) or, if less than fulltime, involve professional activities entirely pursuant to College assignment or duties Refer to **Section 3** for details. The College of Pharmacy is a newly established "School" within the USF Health. Inaugural faculty at the College of Pharmacy are core faculty members joining PCR or PS departments and served in College activities such as teaching, service, curriculum development, clinical practice or research or with specific assigned roles by the Dean. The faculty members joining under different capacities before the start of inaugural curriculum or before the end of first year PY1 activities (joined before April 30, 2012), performed different roles for the smooth flow and progress of the College which in many respects is unparalleled. Therefore, inaugural faculty is privileged in many regards for their development, active participation, and selfless work.

(2) **Auxiliary Faculty:** The Auxiliary Faculty is comprised of faculty with the ranks of Assistant Professor, Associate Professor and Professor whose University contracts include one of the following appointment categories: "Courtesy," "Visiting," "Adjunct," "Joint," or "Emeritus," or with non-rank classifications such as Instructor, Research Associate, Librarian, Associate in PS or PCR Department, Assistant in PS or PCR Department , or Post-Doctoral Fellow, or have appointments of less than 0.5 FTE by the affiliate in total, and/or are compensated from OPS funding sources, or are full-time VA, H. Lee Moffitt Cancer Center (and other major affiliate employees) who practice independently of the College faculty practice plan, or are employed by one of the College's affiliated institutions, but participate in the College's academic

instructional and research programs on an incidental basis who also engage in the practice of pharmacy or other health care profession independent of their College appointment. Refer to **Section 4** for details.

(3) **Voluntary Faculty:** The Voluntary Faculty is comprised of appropriately qualified community-based pharmacists and other basic and pharmaceutical scientists who contribute with specific departmental assignments to the College's teaching and/or research programs on a voluntary basis without compensation from the College, and are appointed by means of a time-limited Appointment Agreement following receipt and review of appropriate verified academic documentation with specific commitment to meet minimum performance standards specified by the respective department. Such agreements are customarily one to three years in duration and are signed by the Dean and Department Chairperson, and are assigned working titles of Affiliate Instructor, Affiliate Assistant Professor, Affiliate Associate Professor, and Affiliate Professor by virtue of their practice or association with a USF Health affiliated health care or other affiliated facility recognized through a formal affiliation agreement. Refer to **Section 5** for details.

## 2.3 ACADEMIC TITLES

The Academic titles that are most commonly used in the College are:

- (1) **Assistant in PS or PCR Department:** This appointment requires a Bachelor's degree in an appropriate area of specialization and five years of related professional experience. Appointees must be able to assist the regular professional staff in their teaching and/or research responsibilities. The working title includes the name of the discipline in which the individual is appointed (e.g., Assistant in Pharmaceutical Sciences). **This is not a tenure track position.**
- (2) **Associate in PS or PCR Department:** This appointment requires a Master's degree in an appropriate area of specialization and three years of related professional experience. Appointees must have a demonstrated capability for assisting the regular professional staff in their teaching and/or research service responsibilities. The working title includes the name of the discipline in which the individual is appointed. **This is not a tenure track position.**
- (3) **Post-Doctoral Fellow:** This appointment requires a Doctoral degree and relevant experience and training within the appointee's area of specialization within 3 years of graduation. Please refer to USF's Postdoctoral Handbook, 2012-2013: Link: <http://usfweb2.usf.edu/human-resources/pdfs/benefits/postdoc-guide.pdf> **This is a not tenure track position.**
- (4) **Research Associate:** This appointment requires a Doctoral degree, degree considered terminal for the discipline if other than doctoral, or an equivalent combination of training and experience in an area appropriate to the appointment. Appointees should be capable of contributing independently to the design, conduct, analysis, and/or publication of research projects. **This is not a tenure track position.**
- (5) **Instructor:** This is an appointment for individuals who have not yet met the requirements for appointment as Assistant Professor and requires a minimum of a Master's degree in an appropriate area of specialization relevant to the planned assignment. **This is not a tenure track position.**
- (6) **Assistant Professor: Regular, Research, Scientist Educator, or Clinician Educator track:** This appointment requires a Doctorate (Ph.D. or Pharm.D) or other recognized terminal degree in the appointee's field of specialization. Appointees should have a minimum of one year experience following

receipt of their Doctorate and should be Board certified if in PCR department, if applicable, or demonstrate an equivalent level of specialized accomplishment, in accordance with the criteria set out in **Section 3.4** below. **This may or may not be tenure track position.**

**(7) Associate Professor: Regular, Research, Scientist Educator, or Clinician Educator track:** This appointment ordinarily requires a minimum of five years of continuing and productive service as an Assistant Professor at the University, or the equivalent if transferring from another academic institution, in accordance with the criteria set out in **Section 3.5** below. Appointment at the Associate Professor level is considered an appropriate terminal appointment. Associate Professor can also be in research track with more than 70% research and may or may not be tenure track. **This may or may not be a tenure track position.**

**(8) Professor: Regular, Research, Scientist Educator, or Clinician Educator track:** This appointment ordinarily requires a minimum of five years of continuous productive accomplishment as an Associate Professor at the University, or the equivalent if transferring from another academic institution, in accordance with criteria set out in **Section 3.6** below. Professor can also be in research track with more than 70% research and may or may not be tenure track. **This may or may not be a tenure track position.**

## **2.4 APPOINTMENT CATEGORIES**

Core faculty members' appointments are further defined by the designation of an appropriate appointment category as indicated by the term "modifier" in their University employment contract. Faculty members do not ordinarily include these appointment categories as part of their working academic titles, except as specifically noted below.

### **Tenure Earning or Tenured Appointments**

**(1) Regular:** This category identifies a tenure earning or tenured appointment for Core Faculty members. Promotion in this category to Associate Professor and Professor is determined in accordance with the criteria for the Tenure Earning Pathway found in Sections **3.5 (2)** and **3.6 (2)** respectively.

### **Non-Tenure Earning Appointments**

**(1) Clinical:** This category identifies a non-tenure earning appointment for Core and Auxiliary Faculty members primarily engaged in clinical care and clinical teaching activities. Promotion to Associate Professor and Professor in this category is determined in accordance with the criteria for the Clinician Educator Pathway found in Sections **3.5 (3)** and **3.6 (3)** respectively.

**(2) Research:** This category identifies a non-tenure earning appointment for Core and Auxiliary Faculty members primarily engaged in scientific research. Promotion to Associate Professor and Professor in this category is determined in accordance with the criteria for the Research Scientist Pathway found in Sections **3.5 (5)** and **3.6 (5)** respectively.

(3) **Scientific Educator:** This category identifies a non-tenure earning appointment for Core and Auxiliary Faculty members primarily engaged in teaching in the College of Pharmacy. Promotion to Associate Professor and Professor in this category is determined in accordance with the criteria for the Scientist Educator Pathway found in Sections 3.5 (4) and 3.6 (4) respectively.

Clinician Educator (category needs to be added here)

(4) **Courtesy:** This category identifies a non-tenure earning appointment without compensation from the University related solely to instructional and research academic duties. Ordinarily, such appointments are not extended to individuals who are directly competitive or can be construed to be directly competitive with the clinical programs of USF Health unless provided otherwise by an agreement of affiliation. Courtesy appointments to the Core and Auxiliary Faculty may be offered to qualified full-time employees of institutions that have an Affiliation Agreement with the College who meet the criteria in **Section 2.2 (1)**. Courtesy appointment contracts should specify whether they are being appointed on the Clinician Educator, Scientist Educator, or Research Scientist Pathway, as specified in **Section 3.3** below. Promotion of such faculty is determined in accordance with the criteria for the Clinician Educator, Scientist Educator, or Research Scientist Pathway found in Sections 3.5 and 3.6.

(5) **Visiting:** This category identifies an appointment extended to a Faculty member available only for a short time, to meet an urgent need of the USF Health College of Pharmacy, or to a position only expected to be available for the duration of a specific project. The appointment is ordinarily of not more than one year duration. Extensions for additional periods of time must be justified by special circumstances and will not ordinarily be given. This modifier may not be held for more than four years unless justified by unique circumstances and approved by the College's Dean, USF Health Vice President and the University President. Appointees visiting from other academic institutions, and appointed for a limited time, customarily include the Visiting modifier in their working academic title.

(6) **Adjunct:** This category identifies either a part-time or full-time temporary appointment extended to an Auxiliary Faculty member whose compensation is from Other Personnel Services (OPS) funding. Appointees do not customarily include the Adjunct modifier in their working academic title.

(7) **Emeritus:** This appointment category identifies an honorary appointment conferred upon a retired faculty member in recognition of distinguished service to the University in accordance with established University policy and procedure. Appointees customarily include the Emeritus modifier in their working academic title.

(8) **Acting:** This modifier is used only for administrative titles, such as Dean, Chairperson and Director. Faculty members who have both administrative and academic titles (e.g. Chairperson and Professor) may have the administrative component designated as Acting when filling a vacancy for a limited time.

### 3. CORE FACULTY

Appointments to the Core Faculty may be tenure earning, non-tenure earning, or a combination of both. Under the terms of the **College Faculty Bylaws**, only Core Faculty members are entitled to vote in the affairs of the College or to hold office in its Faculty Council.

### 3.1 PROCEDURES FOR APPOINTMENT

(1) **General:** Appointments to the Core Faculty are made in writing by the Dean and Vice President USF Health, upon the recommendation of the Department Chairperson after the completion of search by the Faculty Search Committee. Recommendations for appointment must be accompanied by a current Curriculum Vitae and a cover letter from the Department Chairperson that outlines the candidate's qualifications and scholarly accomplishments and indicates his or her proposed departmental role and responsibilities. Recommendations for appointment to the rank of Assistant Professor must be accompanied by three letters of recommendation from individuals who are well acquainted with the candidate's work and professionalism. Recommendations for appointment to the rank of Associate Professor or Professor require the approval of the Department and College Appointment, Promotion and Tenure Committees, and must meet the criteria specified for the individual pathways.

(2) **Tenure Earning Appointments:** Core Faculty with the rank of Assistant Professor, Associate Professor, or Professor may be appointed on a full or partial tenure earning basis at the time of their initial appointment by means of a "Regular" appointment category. Faculty members are tenure earning only to the amount indicated in their contract of employment, regardless of whether they also have an additional non-tenure earning appointment.

(3) **Non-Tenure Earning Appointments:** Members of the Core Faculty whose assigned duties may not permit them to meet the expectations of tenure or who are supported solely by practice-generated, grant, or contract funds, may be appointed on a non-tenure earning basis to a "Clinical," "Research," "Scientist Educator," or "Clinician Educator" category.

(4) **Transfer of Tenure Earning Credit on Appointment:**

Faculty members with prior tenure earning credit at another institution may apply to have their tenure earning credit transferred at the time of their initial appointment to the College. Upon recommendation of the Department Chairperson, up to two years of tenure earning time may be credited for an Assistant Professor, up to three years for an Associate Professor, and up to four years for a Professor, subject to the approval of the Dean and Senior Vice President USF Health. Such approval **must** be in writing prior to the start of employment and must be based upon official documentation of the faculty member's tenured or tenure earning status at the previous institution(s), customarily obtained by request from an academic official of the academic institution from which the candidate is transferring.

(5) **Change to Tenure Earning Status or suspension of tenure earning status:**

Change from non-tenure earning to tenure earning status may be accomplished within the first five years of full-time employment or upon receipt of an application related to achievements essentially equivalent to those expected of tenure accruing faculty. Success must relate to the needs and mission of the College as documented by a recommendation for support from the College Appointment, Promotion and Tenure Committee after a review substantially similar to that of mid tenure review.

Such changes to tenure accruing status are subject to state appropriated fund availability and the approval of the Department Chairperson, Dean, and Senior Vice President USF Health. Faculty requesting such change may request that all or part of their previous employment time be considered toward tenure eligibility on the recommendation of the Department Chair and approval by the Dean and Senior Vice President USF Health. The tenure clock will commence with the date of transfer to tenure-earning status for

such individuals unless written approval is granted by the Dean and Vice President for employment time at this College of Pharmacy prior to the date of transfer.

The Dean in consultation with the Chairs of the departments can suspend the tenure earning status of the faculty, and the faculty member can still continue to be part of the faculty and deliver the duties assigned. Faculty will have to apply in writing for this change or the Dean will inform the faculty member about the change in tenure status with appropriate reasons for the actions.

**6) Change to Non-Tenure Earning Status:**

Faculty may voluntarily request to change permanently from tenure earning to non-tenure earning status at any time prior to the initiation of the tenure review process. Members of the Core Faculty may also elect to change from tenure earning to non-tenure earning status for a specified time period under exceptional circumstances, such as medical exigencies, provisions of FMLA or ADA, at any time prior to the initiation of the tenure review process without change of University contracted salary. Following the period of appointment to a non-tenure earning appointment category, such faculty members will return to the tenure-earning position and the tenure clock will resume. Requests to change to non-tenure earning status must be made in writing in advance and be approved by the Department Chairperson, Dean, and Vice President USF Health.

**(7) Promotion on Appointment:**

Exceptionally qualified faculty may be recommended for promotion to Associate Professor or Professor at the time of their initial appointment. Such recommendations require submission of a full dossier in the same format as that utilized in the College's annual promotion and tenure review process including evaluations of teaching, research, and scholarly activity. Promotion on appointment requires the concurrence of the Department Chairperson, the Department and College Appointment, Promotion and Tenure Committees, and the approval of the Dean and Senior Vice President USF Health.

**(8) Tenure on Appointment:**

Exceptionally qualified faculty may be recommended for tenure at the time of their initial appointment, independent of their previous tenure earning or tenured status. Such recommendations require submission of a full dossier in the same format utilized in the College's annual tenure review process. The award of tenure on appointment requires the concurrence of the Department Chairperson, the Department and College Appointment, Promotion and Tenure Committees, and the approval of the Dean, Senior Vice President USF Health, the President and approval of the Board of Trustees.

### **3.2 PATHWAYS FOR APPOINTMENT AND PROMOTION**

The College has various pathways for appointment and promotion so that the nature of a Core Faculty member's departmental responsibilities can be taken into consideration in evaluating recommendations for promotion. The non-tenure earning Clinician Educator (PCR Department), Scientist Educator (PS Department), and Research Scientist (PS Department) Pathways described below allow for promotion of faculty whose assignments or source of support may not allow them to meet the amount of research and scholarly activity required for the subsequent award of tenure. The Core Faculty member's pathway must be specified at the time of recommendation for appointment or promotion.

- (1) Tenure Earning Pathway:** The Tenure Earning Pathway is designed for Core Faculty with either full or partial "Regular" category appointments who are expected to be able to meet the criteria for

tenure outlined in **Section 3.7(3)** below. Core faculty serving as inaugural faculty members in College of Pharmacy are on tenure earning pathway, modifications may apply as indicated on the signed contract.

- (2) **Clinician Educator Pathway:** The Clinician Educator Pathway is designed for Core Faculty with non-tenure earning "Clinical" category appointments whose primary responsibilities involve teaching and clinical care in PCR Department.
- (3) **Scientist Educator Pathway:** The Scientist Educator Pathway is a non-tenure earning pathway designed for Core Faculty with earned terminal degrees, customarily the Ph.D. with post-doctoral training, who are assigned and evaluated principally related to teaching in the College of Pharmacy.
- (4) **Research Scientist Pathway:** The Research Scientist Pathway is designed for Core Faculty with non-tenure earning "Research" category appointments who are primarily supported by research grants and who are engaged principally in research activities.  
**(4a) Collaborative Research Scientist Pathway:** This pathway is designed to provide a career advancement for Core Faculty with non-tenure earning "Research" category appointments who are biostatisticians, epidemiologists, nutritionists, research associates and other scientific investigators who participate exclusively as collaborative investigators with other grant funded faculty scientists in the design, execution, and evaluation of collaborative research grants, contracts, and projects primarily supported by research grants and who are engaged exclusively in those research activities but not as principal investigators with independent funding. Notwithstanding the above, promotion to Professor will require evidence of independence as an investigator.

### 3.3 PROCEDURES FOR PROMOTION TO HIGHER RANK OR FOR TENURE

- (1) **General:** The judgment of readiness for promotion to higher academic rank or for tenure is based upon a careful evaluation of a candidate's contributions in teaching, research/creative work, service and clinical care. Promotion and tenure require that a determination of the candidate's effectiveness in teaching has been made, as well as an evaluation of their collegiality and participation as a citizen of the University, as these are integral parts of faculty performance. Applications for promotion of Core Faculty to the ranks of Associate Professor or Professor or for the award of tenure may be initiated by the individual faculty member, the Department Appointment, Promotion, and Tenure Committee, or the Department Chairperson, in accordance with guidelines and procedures established by the Department and or College and or University. The application must be accompanied by cover letters from the Department Chairperson and the Department Appointment, Promotion, and Tenure Committee that outline the faculty member's pertinent qualifications and accomplishments and evaluate whether he or she meets the criteria that have been established for the designated rank or for tenure. The application must also be accompanied by letters of review as specified in Sections 3.5 and 3.6, as applicable. Recommendations for tenure should be accompanied by a statement from the Department Chair evaluating the importance of the contributions the candidate has made and is expected to make toward achieving the mission, goals and educational needs of the department and College. All materials are submitted electronically and will be posted for review initially at department level, then at college level and then recommendations and actions will be given, in an electronic format, to the applicant.
- (2) **Early Tenure and Promotion Consideration:** Under exceptional circumstances, outstandingly qualified faculty may apply for promotion or tenure prior to the usual time limits. Such early

decisions require truly exceptional performance, which should be identified and justified as such at every review level. External reviewers must be advised of the expectations of the University and College regarding such early decisions. Faculty normally should not apply for promotion to Associate Professor or Professor unless they have at least five years of service in the prior rank or for the award of Tenure unless they have five years of tenure-earning service.

### **3.4 CRITERIA FOR APPOINTMENT OR PROMOTION TO ASSISTANT PROFESSOR**

Appointments and promotions to the rank of Assistant Professor are made upon the recommendation of the Department Chairperson, without review by the Department and College Appointment, Promotion, and Tenure Committees, based on the following criteria:

- a. A minimum of two years' experience following receipt of their Doctorate;
- b. Pharmacy Board eligibility in their specialty, if applicable, or demonstration of an equivalent level of specialized accomplishment usually through completion of post-doctoral training of at least two years duration (applicable to PCR Department faculty).
- c. An expectation of continued growth as a teacher and scholar/researcher,
- d. An expectation of contributions in the area of service commensurate with the College's mission, and
- e. An expectation of collegiality and participation as a citizen of the University.

### **3.5 CRITERIA FOR APPOINTMENT OR PROMOTION TO ASSOCIATE PROFESSOR**

(1) **General:** The following criteria must ordinarily be met for appointment or promotion to the rank of Associate Professor:

1. A minimum of five years of continuous and productive accomplishment as an Assistant Professor at the University, or the equivalent,
2. Collegiality and participation as a citizen of the University and the College,
3. Contributions in the area of service to the College or University, their profession and/or the community,
4. Board or professional certification in their specialty, if applicable, or equivalent,
5. Three supportive letters of review from appropriately qualified individuals at other institutions in the faculty member's field who can document their standing and reputation and assess their qualifications, professionalism, and scholarly accomplishments. Such reviewers should be of an academic rank, which is equal or greater than the one proposed for the nominee. The reviewers should also disclose any potential conflicts of interest in providing an unbiased review, including information about whether they have previously worked with, trained with, or taught the candidate and, if so, where and for how long, or if they are personally or socially related to the candidate,
6. Submission of up to five representative reprints of the candidate's scholarly publications or works, and
7. The pathway specific criteria outlined below.

(2) **Tenure Earning Pathway:**

1. Establishment of a reputation, within both the College and the larger academic community as an authority in their chosen field, either as an original investigator, an outstanding teacher, or a superb clinician. This may be evidenced by documenting achievements such as those listed in **Section 6** below and by at least three independent external letters of review.
2. Acknowledged record of accomplishment in classroom, laboratory, or clinical teaching as demonstrated by student and faculty evaluations in a quantitative format with comparison with the departmental and Office of Education benchmarks.
3. Demonstration of independent or collaborative research/creative work supported by a record of publications or scholarly activity in the faculty member's field of endeavor, or their equivalent. The record should be sufficient to predict, with a high degree of confidence, continuing productivity in research/creative work throughout the individual's career.

**(3) Clinician Educator Pathway:**

1. Board certification in specialty and sub-specialty, if applicable, or equivalent.
2. Establishment of a regional reputation as an authority in chosen field, either as an outstanding teacher or as a superb clinician, as evidenced by documented achievements such as those listed in **Section 6** below and by at least three (3) independent external letters of review and up to two (2) letters attesting to performance in the College may be requested from colleagues at the College.
3. Documentation of continuing effectiveness and outstanding accomplishment as a teacher and clinician, together with a minimum of satisfactory achievement in scholarly activity.

**(4) Scientist Educator Pathway:**

1. Establishment of a regional reputation as an educational authority in a basic science or related discipline as an outstanding teacher, as evidenced by student and faculty peer comparative evaluations and documented achievements such as those listed in **Section 6** below, as well as at least three (3) independent external letters of review and up to two (2) letters attesting to performance in the College may be requested from colleagues at the College and University.
2. Documentation of continuing effectiveness and outstanding accomplishment as a teacher, together with a minimum of satisfactory achievement in scholarly activity.
3. Recognition of outstanding educational accomplishment, as evidenced by having established a national reputation through peer reviewed educational publications, creative works, educational grant awards, being sought out for educational consultation by colleagues, membership in the teaching academy, and/or holding leadership office in a professional or learned society and/or serving as a contributor for test item writing for the National Board of Pharmacy Examiners in related disciplines and/or the demonstration of an equivalent level of skill and qualification in other related areas.

**(5) Research Scientist and Collaborative Research Scientist Pathways:**

1. Establishment of a reputation as an authority in the individual's chosen field as an independent or collaborative investigator with a focused or collaborative area of independent research accomplishment, as evidenced by documenting achievements such as those listed in **Section 6** below and by at least three independent external letters of review.

2. Demonstration of outstanding accomplishment in research and scholarly activity including the demonstration of independent extramural funding or collaborative extramural funding as a principal investigator or collaborative co-investigator.

### **3.6 CRITERIA FOR APPOINTMENT OR PROMOTION TO PROFESSOR**

(1) **General:** The following criteria must ordinarily be met for appointment or promotion to the rank of Professor:

1. A minimum of five years of continuous and productive accomplishment as an Associate Professor at the University, or the equivalent;
2. Collegiality and participation as a citizen of the University and the College;
3. Contributions in the area of service to the College or University, the profession and/or the community,
4. Board or professional certification in their specialty, if applicable, or equivalent,
5. Supportive independent letters of review from appropriately qualified individuals at other institutions in the faculty member's field who can document their standing and reputation and assess their qualifications, professionalism, and scholarly accomplishments. Such reviewers should be full professors. The reviewers should also disclose any potential conflicts of interest in providing an unbiased review, including information about whether they have previously worked with, trained with, or taught the candidate and, if so, where and for how long, or if they are personally or socially related to the candidate,
6. Submission of five representative reprints of the candidate's scholarly publications or works, and
7. The pathway specific criteria outlined below.

(2) **Tenure Earning Pathway:**

1. National or international recognition for excellence and accomplishment in their chosen academic field. This may be evidenced by documenting achievements such as those listed in **Section 6** below and by at least five (5) independent external letters of review.
2. A record of accomplishment in classroom, laboratory, or clinical teaching that must be demonstrated by student and peer evaluations.
3. Established record of productive research/creative work of national or international visibility, supported by a consistent record of substantial publications in peer-reviewed journals and/or textbooks, or their equivalent. The record should predict continuing high quality productivity in research/creative work throughout the individual's career

(3) **Clinician Educator Pathway:**

1. National recognition for excellence and accomplishment in chosen academic field, either as an outstanding teacher or as a superb clinician, or the demonstration of an equivalent recognition in the academic community for outstanding accomplishments within their discipline, as evidenced by documenting achievements such as those listed in **Section 6** below and by at least five (5) independent external letters of review. Up to three (3) additional letters of review attesting to performance in the College may be requested from colleagues at the College.
2. Documentation of continuing effectiveness and accomplishment as a clinical teacher, together with satisfactory achievement in scholarly activity as evidenced by the publication of original articles or reviews in professional publications, or a lifetime of achievement in their chosen professional field.

3. Recognition as an outstanding clinician as evidenced by a state-wide pattern of clinical referrals and/or a national reputation for clinical excellence and/or holding leadership office in professional or learned societies at the state or national level and/or evidence of equivalent recognition of extraordinary clinical skill and effectiveness.

#### **(4) Scientist Educator Pathway:**

1. Establishment of a regional reputation as an educational authority in a basic science or related discipline as an outstanding teacher, as evidenced by student and faculty peer comparative evaluations and documented achievements such as those listed in **Section 6** below and by at least five (5) independent external letters of review and up to three (3) letters attesting to performance in the College may be requested from colleagues at the College and University.
2. Documentation of continuing effectiveness and outstanding accomplishment as a teacher, together with a minimum of strong achievement in scholarly activity.
3. Recognition of outstanding educational accomplishment, as evidenced by having established a national reputation through peer reviewed educational publications, creative works, educational grant awards, being sought out for educational consultation by colleagues, membership in the teaching academy, and/or holding leadership office in a professional or learned society and/or serving as a contributor for test item writing for the National Board of Medical Examiners in related disciplines and/or the demonstration of an equivalent level of skill and qualification in other related areas.

#### **(4) Research Scientist and Collaborative Research Scientist Pathways:**

1. Establishment of a reputation as an authority in the individual's chosen field as an original or collaborative investigator with a focused or collaborative area of independent research accomplishment, as evidenced by documenting achievements such as those listed in **Section 6** below and by at least five independent external letters of review.
2. Demonstration of outstanding accomplishment in research and scholarly activity including the demonstration of independent extramural funding or collaborative extramural funding as a principal investigator or collaborative co-investigator.

### **3.7 TENURE**

(1) **General:** The award of tenure to a faculty member represents a guarantee of annual reappointment at the level of their tenured appointment until voluntary resignation, retirement, removal for just cause (misconduct or incompetence), job abandonment, or layoff in accordance with University policies. It is based on a consistent record of achievement and contribution in teaching, scholarship, and service that indicates that the individual is likely to contribute productively to the mission of the College during the remainder of his or her career. Because the decision projects lifetime performance from the first years of a faculty member's career, tenure is awarded only as a result of careful assessment over a period of time sufficient to judge the faculty member's documented accomplishments, ability, and future productivity. Tenure shall be held as ranked faculty in an academic department/unit and shall not extend to administrative appointments.

(2) **Progress-Toward-Tenure Review:** It is the responsibility of the Department Chairperson to include a progress-toward-tenure review as part of the annual assignment and evaluation process for all faculty

appointed to tenure earning positions, regardless of full-time equivalency. A more extensive pre-tenure review must be conducted by the Department Chairperson and Departmental Appointment, Promotion, and Tenure Committee during the third year of tenure earned time for faculty with tenure earning appointments. Faculty members in less than 1.0 FTE tenure earning positions who wish to apply for promotion at the end of five years of employment must participate in this mid-point review in the third year of employment and are encouraged to participate in collegiate mentoring programs. The review addresses the performance of annual assignments, including teaching, research/creative activity, and service, during the preceding tenure earning years of employment, as well as overall performance and contributions in terms of progress towards meeting the criteria for tenure. It should be based on a minimum review of: (a) a current curriculum vitae; (b) annual faculty evaluations; (c) student/peer evaluations of teaching; (d) selected examples of teaching materials and scholarship; and (e) a brief self-evaluation by the faculty member supplemented by other relevant materials. At the request of the faculty member, this mid-point review may be forwarded for brief review by the College Appointment, Promotion, and Tenure Committee and Dean.

**(3) The Tenure Review Process:** Tenure earning faculties are ordinarily reviewed for the award of tenure during the fifth year of a full-time tenure earning appointment or its equivalent. They may be reviewed earlier at the faculty member's request and with concurrence of the Department Chairperson, but must be reviewed no later than the sixth year of their appointment. Partial tenure earning appointments of faculty members employed at least one full semester in any 12-month period are accumulated on a pro-rated basis (e.g. two years of a 0.5 FTE tenure-earning appointment are considered equivalent to one year of service for purposes of tenure eligibility). A faculty member who is appointed to a less than 1.0 FTE tenure earning appointment who wishes to apply for promotion on the Tenure Earning Pathway prior to the accrued fifth year of tenure earned time will ordinarily be expected to apply for tenure at the same time as considered for promotion regardless of the amount of tenure earning time that has been accrued, since the criteria for the award of tenure are substantially similar to those for promotion to the rank of Associate Professor on this Pathway.

**(4) Criteria for Tenure:** The minimum standard for tenure involves documented evidence of outstanding performance in either teaching (classroom, laboratory or clinical) or research/creative activity, with strong performance in the other, together with satisfactory achievement in professional, public, or clinical service and evidence of collegiality and participation as a citizen of the University and College. The specific criteria that must be met for the award of tenure are as follows:

1. **Teaching:** The candidate must be an effective teacher, whether at the departmental or discipline level. Effective teaching requires a thorough knowledge of the subject, the ability to present material in a clear fashion, and the ability to work with, motivate, and serve as a positive role model for students. Evaluations of the candidate's teaching by peers, students, trainees, or residents are a required part of the review.
2. **Research/Creative Activity:** The candidate must have established an independent program of research/creative activity which adds substantively to the body of knowledge within the discipline, as evidenced through peer reviewed publications in nationally recognized journals, evidence of proposal submission (smt), awards of competitive grants, and invited national or international presentations. The candidate's contributions must be judged against the national standards in their discipline, focusing on the significance of the work and the quality of the contribution made, rather than on the quantity of publications.

3. **Service:** Candidates must have a record of service to the University, College, their profession, and/or the external community. Service must relate to the basic mission of the University and capitalize on the faculty member's professional expertise..
4. **Academic Needs:** Tenure primarily reflects recognition of a faculty member's importance to the future of the University. The awarding of tenure is based on consideration of the anticipated needs of the academic program for the foreseeable future, not just on the individual's professional accomplishments. Decisions not to award tenure is not solely a judgment of professional or academic competence, as not all accomplishments meet the specific standards necessary for tenure, nor are all of those who meet such standards automatically fitted to serve the needs of the University's programs.

(5) **Denial of Tenure:** Tenure earning faculty members who are not granted tenure by the end of their sixth year of continuous tenure earning appointment must be given notice of non-renewal which will end their employment not later than one year from the date of notice. A faculty member whose appointment has not been renewed as a result of tenure denial is not precluded from application for appointment to non-tenure earning position, provided such appointment results from search and selection procedures in conformance with all position vacancy announcement regulations and University procedures.

- (5) **Tenure of Title (Clinician Educator):** Tenure of Title may be awarded to a faculty member whose scope of duties for the College and USF Health are primarily clinical or patient care who, in the opinion of the College (a) has shown sustained excellence in scholarly activity, teaching and professional/collegiate service; (b) has achieved national recognition in their field by professional office, awards, and/or recognition in their discipline; (c) has demonstrated clinical work productivity by exceeding collegiate and national benchmarks for their discipline; and (d) who is judged capable of continuing such activity over the balance of his or her career. Tenure of title is only available to faculty members with the rank of associate professor or professor for clinician educators. Tenure of title shall require a minimum of seven (7) years of outstanding performance at this University College of Pharmacy for eligibility for consideration for recommendation in the customary format through the annual collegiate promotion and tenure process with documentation and criteria enumerated in **Section 6** substantially the same as required for all faculty.

Tenure of Title is an honorary title granted at the discretion of the College without any right to, interest in, or expectation of any compensation or guarantee for compensation or future employment and is granted only in the Department in which the faculty member has his or her primary appointment.

- (6) **Tenure of Title (Scientist Educator):** Tenure of Title may be awarded to a non-tenure accruing faculty member whose scope of duties for the College and USF Health are primarily educational with educational scholarship who, in the opinion of the College (a) has shown sustained excellence in scholarly activity, teaching and professional/collegiate service; (b) has achieved national recognition in their field by professional office, awards, and/or recognition in their discipline; (c) has demonstrated sustained excellence in student and peer teaching evaluations by exceeding collegiate benchmarks for their discipline; and (d) who is judged capable of continuing such activity over the balance of his or her career. Tenure of title is only available to faculty members with the rank of associate professor or professor for scientist educators. Tenure of title shall require a minimum of seven (7) years of outstanding performance at this University College of Pharmacy for

eligibility for recommendation in the customary format through the annual collegiate promotion and tenure process with documentation and criteria enumerated in Section 6.2 and 6.3 in substantially the same manner as required for all faculty.

Tenure of Title is an honorary title granted at the discretion of the College without any right to, interest in, or expectation of any compensation or guarantee for compensation or future employment and is granted only in the Department in which the faculty member has his or her primary appointment.

**(8) Tenure of Title (Research Scientist):** Tenure of Title may be awarded to a non-tenure accruing faculty member whose scope of duties for the College and USF Health are primarily research and scholarly activities supported by extramural research funding who, in the opinion of the College (a) has shown sustained excellence in scholarly activity, research productivity, and professional/collegiate service; (b) has achieved national recognition in their field by professional office, research grant awards, and/or recognition in their discipline; (c) has demonstrated sustained excellence in research recognition through publication in peer reviewed journals and research grant support (d) who is judged capable of continuing such activity over the balance of his or her career. Tenure of title is only available to faculty members with the rank of associate professor or professor for research scientist. Tenure of title shall require a minimum of seven (7) years of outstanding performance at this University College of Pharmacy for eligibility for recommendation in the customary format through the annual collegiate promotion and tenure process with documentation and criteria enumerated in Section 6.2 and 6.3 in substantially the same manner as required for all faculty.

Tenure of Title is an honorary title granted at the discretion of the College without any right to, interest in, or expectation of any compensation or guarantee for compensation or future employment and is granted only in the Department in which the faculty member has his or her primary appointment.

**(9) Post Tenure Review:** There shall be a collegiate policy that all tenured, core faculty in the College of Pharmacy participate in a process of post-tenure review if the individual faculty member has a summary five-year performance score assigned by the department chair of less than satisfactory on the collegiate evaluation form for the most recent five year period.

The purpose of the post-tenure review process is to assure the faculty member's continued professional growth and development beyond the award of tenure and to provide a process for both periodic and episodic ("triggered") college level evaluation.

An episodic review may occur at the request of the Dean of the College of Pharmacy when there is reason to believe that performance expected of a faculty member in the College of Pharmacy is below expectation.

The full process shall be available on the Collegiate Faculty Affairs web page.

### **3.8 APPOINTMENT, PROMOTION, AND TENURE COMMITTEES**

(1) **College Appointment, Promotion, and Tenure Committee:** The College Appointment, Promotion, and Tenure (APT) Committee consists of three tenured members of the Core Faculty of whom at least one shall hold the rank of Professor and two non-tenure accruing faculty of advanced rank from other pathways (Associate Professor or Professor) appointed by the Dean under terms and conditions outlined in the College Faculty Bylaws. The Committee is responsible for reviewing all applications for appointment and promotion of Core and Auxiliary Faculty to the ranks of Associate Professor and Professor, as well as all applications for the award of tenure, and for making recommendations concerning these to the Dean. The Committee reviews all applications for promotion and tenure in the late Fall each year for Core Faculty, in order for them to become effective at the beginning of the following academic year. The Committee also reviews requests for Joint appointments as Associate Professor and Professor when the primary University department is not within the College of Pharmacy and provides a third year tenure review as a service to the faculty, and reviews all requests for sabbatical leave and makes recommendations about these to the Dean.

(2) **Department Appointment, Promotion, and Tenure Committees:**

Each Department Appointment, Promotion, and Tenure (APT) Committee is comprised as far as practicable of senior members of its Core Faculty. Departmental committees may develop department-specific policies and criteria for appointment, promotion, and tenure that supplement those of the College. Each department is required to have departmental guidelines for appointment, promotion, and tenure that include the following:

1. The composition of the Department APT Committee and the method of selection or appointment of its members,
2. A listing of any departmental criteria for appointment, promotion, and tenure that exceeds established College-wide criteria, and
3. Description of the process by which the guidelines may be amended.
4. The Department Appointment, Promotion, and Tenure Committee is responsible for reviewing all applications for appointment or promotion to the ranks of Associate Professor or Professor, as well as all applications for tenure, and for making recommendations concerning these to the Department Chairperson and the College Appointment, Promotion, and Tenure Committee. It is also responsible for disseminating Departmental and College appointment, promotion, and tenure policies and procedures so that faculty members are aware of the requirements they are expected to meet, and for providing mid-point reviews of the progress of departmental faculty towards tenure.

## 4. AUXILIARY FACULTY

### 4.1 PROCEDURES FOR APPOINTMENT AND PROMOTION

Auxiliary Faculty are appointed by the Dean upon the recommendation of the Department Chairperson, in accordance with the academic working titles of **Section 2.3** and the criteria for faculty ranks set out in **Section 2.2**. Appointment to the auxiliary faculty is a privilege and not an entitlement of association with an affiliated entity or organization and is to be granted only after careful consideration of commitment to and congruency with the goals and objectives of USF Health and its component programs. All auxiliary faculty must have a commitment to the goals and objectives of the College and to advancing its reputation and

welfare. Ordinarily, unless specifically exempted by the Dean of the College of Pharmacy, auxiliary faculty appointments will not be granted for clinical activities that may be, or may be perceived to be, at variance with USF Health mission, programs, and objectives. Recommendations for appointment to the Auxiliary Faculty should be accompanied by a current Curriculum Vitae and a cover letter from the Chairperson outlining the candidate's qualifications for the appointment and their proposed duties in instruction and research and responsibilities, together with three letters of recommendation from appropriately qualified individuals. Appointments and promotions of members of the Auxiliary Faculty require the approval of the Department and College Appointment, Promotion, and Tenure (APT) Committees in accordance with the criteria and procedures outlined in Sections 4.2, 4.3 and 4.5 below. All Auxiliary Faculty appointments are non-tenure-earning.

#### **a. PART-TIME FACULTY**

Faculty members who (a) have appointments of less than 0.5 FTE in total, or (b) are compensated from OPS funding sources, or (c) are full-time VA (and other major affiliate employees) who practice independently of the College faculty practice plan, or (d) who are employed by one of the College's affiliated institutions, but participate in the College's academic programs on an incidental basis, may be appointed to the Auxiliary Faculty on either the Clinician Educator or the Research Scientist Pathway. Appointment and promotion of such part-time faculty follow the criteria for these pathways set out in Sections 3.5, and 3.6, with special consideration being given in these decisions to their limited time available for academic duties.

#### **4.3 VISITING FACULTY**

Visiting Faculty may be appointed on a temporary basis for up to 12 months, subject to the approval of the Dean and Vice President. Such appointments may be renewed, but may not be held for more than four years unless justified by special circumstances and approved by the University President. Visiting Faculty may be appointed without compensation by means of a Courtesy appointment contract.

Visiting Assistant Professor Appointments are made by the Dean upon the recommendation of the Department Chairperson. Visiting Associate Professor or Visiting Professor Appointments of less than 12 months duration for faculty who hold a similar academic rank in the institution from which they are visiting are made by the Dean upon the recommendation of the Departmental Appointment, Promotion, and Tenure Committee and the Department Chairperson.

Appointments as Visiting Associate Professor and Visiting Professor anticipated extending beyond 12 months or that involve a recommended promotion to one of these ranks must undergo the same review procedures and meet the same criteria for appointment as members of the Core Faculty.

#### **a. EMERITUS FACULTY**

Retired Core Faculty members who hold the rank of Associate Professor or Professor for a period of five years or more immediately prior to their retirement and who have distinguished themselves at the University are eligible to be nominated for the honorary title of Associate Professor Emeritus or Professor Emeritus. Such appointments are made by the President upon the recommendation of the Vice President and the University's Honors and Awards Council, following guidelines established by that Council.

#### **4.5 JOINT FACULTY**

College Faculty may be offered a Joint appointment at the same rank as held in another College department for a renewable term of three years, but are regarded as Core Faculty only in their primary department. Faculty who has an appointment in a University department that is not part of the College and who participate in a College department's teaching and/or research programs may be offered a Joint appointment in the College department for renewable terms of three years. Renewal of Joint Faculty appointments is based on satisfactory performance as evaluated by the Chair of the Joint (involved) department. Joint appointments at the level of Associate Professor or Professor for faculty who do not have a primary appointment in the College must meet the College criteria for appointment at these ranks and be approved by the Department and College APT Committees. Joint appointments are not required to be at the same rank as in the primary Department or College. All joint appointments require the approval of the involved Chairpersons and respective Dean(s). Refer also to the procedures pertaining to Joint Appointments.

#### **4.6 NONRANK FACULTY**

Faculty who have a University appointment to any other faculty classification, such as Instructor, Research Associate, Librarian, Associate Assistant or Postdoctoral Fellow are members of the Auxiliary Faculty, regardless of their appointment category.

## **5. VOLUNTARY FACULTY**

### **5.1 GENERAL**

The purpose of the Voluntary Faculty is to enable appropriately qualified pharmacy practitioners engaged in the private practice of pharmacy in the community (and other similarly qualified health professionals), to participate in and contribute to the College's teaching and/or research programs without remuneration. The members of the Voluntary Faculty make a unique contribution to the College's academic mission as a result of their practical experience and diversity of opinion. Members of the Voluntary Faculty are appointed and serve at the pleasure of the Dean by means of a time-limited Appointment Agreement signed by the Dean and the Department Chairperson

### **5.2 CRITERIA FOR APPOINTMENT**

All members of the Voluntary Faculty must meet the following College-wide criteria during the period of their appointment, as well as any applicable criteria established by the department to which they are appointed:

#### **(1) Professional Qualifications:**

1. Possess a terminal degree in an appropriate discipline, or the equivalent,
2. Have completed Residency Training or comparable graduate education in an accredited program, or the equivalent,
3. Possess a high degree of knowledge and skill in their area of professional
4. competence,
5. Be of high ethical and moral character, and
6. Be of good standing in the professional community.

#### **(2) Academic Activities:**

1. Participate actively in the teaching and/or research programs of the department to which they are appointed,
2. Contribute a minimum of 24 hours per year of service to their department's academic programs, unless appointed as an Affiliate Instructor,
3. Demonstrate a personal commitment to education and scholarship by maintaining their own professional skills and competence,
4. Achievement of certification/recertification (where applicable), and
5. Have a commitment to the goals and objectives of the College and to advancing its reputation and welfare.

### **5.3 VOLUNTARY FACULTY TITLES**

All voluntary faculty titles are dependent upon a relationship with a facility or entity currently formally affiliated with USF Health or in the active process of development of such an affiliation agreement. All titles are normally initiated as "Affiliate" followed by rank except that "Clinical" is achieved on an annual basis by departmental review of documented commitment to advancing the reputation and welfare of USF Health through a performance assessment of "Exemplary" or "Outstanding" by the Department of appointment.

(1) **Affiliate or Clinical Instructor:** This appointment requires at least a Master's degree and two years of related professional experience. Appointees are expected to be able to contribute to the College's teaching and/or research programs in association with more senior members of the faculty.

(2) **Affiliate or Clinical Assistant Professor:** This title requires a Doctoral degree and Board Admissibility or Certification in the area of appointment, or other recognized terminal degree in the appointee's field of specialization and an equivalent level of specialized experience. It may be used as an initial appointment for appropriately qualified individuals.

(3) **Affiliate or Clinical Associate Professor:** This title ordinarily requires active and sustained participation in the College's activities as an Affiliate Assistant Professor for a period of at least seven years, together with evidence of superior accomplishment, in accordance with the criteria outlined in Section 5.7(1) below. Appointment at the Affiliate Associate Professor level is considered an appropriate terminal appointment level.

(4) **Affiliate or Clinical Professor:** This title ordinarily requires active and sustained participation in the College's activities as an Affiliate Associate Professor for a period of at least seven years, together with evidence of outstanding accomplishment, in accordance with the criteria outlined in Section 5.7(2) below.

#### **5.4 PROCEDURES FOR APPOINTMENT**

Appointments to the Voluntary Faculty are made by means of a written Appointment Agreement signed by the Dean and Department Chairperson that outlines the conditions and expectations of the appointment. The appointment is effective once the appointee signs a copy of the Agreement and returns it to the department to which he or she is being appointed. Appointment to the rank of Affiliate Associate Professor or Affiliate Professor ordinarily requires the approval of both the Department and College Voluntary Faculty Committees, based on established criteria. Members of the Voluntary Faculty who are involved in clinical practice activities are required to hold a current medical staff appointment at one of the College's Affiliated Institutions or else to provide documentation of their professional degree and current licensure status. Recommendations for appointment must be accompanied by a current Curriculum Vitae and a cover letter from the Department Chairperson that outlines the qualifications of the candidate and the contributions he or she has committed to make to the department to satisfy the minimum hours requirement. Recommendation for appointment as Affiliate or Clinical Instructor or Affiliate or Clinical Assistant Professor must be accompanied by three letters of recommendation from individuals who are well acquainted with the candidate's work and professionalism. Recommendations for appointment to the ranks of Affiliate or Clinical Associate Professor or Affiliate or Clinical Professor must be accompanied by five letters of recommendation from individuals who are appropriately qualified to assess the candidate's professional qualifications in relation to the criteria for these appointments. The majority of the recommendations should ordinarily be from organizations and institutions other than those where the candidate trained in order to document the candidate's professional standing and reputation except that up to two local letters are permissible for those who have trained at this University. Recommendations should not be solicited from colleagues in the same practice group. Where possible, recommendations for appointment to these senior ranks should also be accompanied by up to five representative reprints of the candidate's scholarly publications or works. Appointments to the Voluntary Faculty are ordinarily made for a period of three years, generally from August 1 to July 31 three years later, although they may be made for shorter periods.

Appointments at these ranks made at other times of the year terminate on the July 31 following that is closest to an appointment period of three years. Voluntary Faculty members may be offered an appointment in more than one College department, provided they independently meet the required criteria and procedures for each appointment.

## **5.5 PROCEDURES FOR REAPPOINTMENT**

Departments that appoint Voluntary Faculty are required to develop standardized methods for annually documenting the nature, amount, and effectiveness of their participation in the department's teaching and/or research activities, including evaluations by students and residents where applicable. Appointments to the Voluntary Faculty are reviewed during the third year of their term to evaluate their participation in the department's teaching and/or research activities, to assess for appropriateness and documentation of earning the "Clinical" modifier and to determine whether they continue to meet department and College criteria for their level of appointment. Reappointment for an additional three-year period is made upon the recommendation of the Department Chairperson. If not recommended for reappointment a letter of non-reappointment should be sent by the Department Chairperson so that they may remove their appointment from the Department of Health Medical Quality Assurance Practitioner Profile accessible to the public within the prescribed 15 days for notification of change of status.

## **5.6 PROCEDURES FOR PROMOTION**

Promotions of members of the Voluntary Faculty are made by the Dean upon the recommendation of the Department Chairperson. Such recommendations, together with all of the required documentation, should be delivered to the Office of the Dean by March 15 to take effect on the following August 1. Promotion of Voluntary Faculty to the rank of Affiliate or Clinical Associate Professor or Affiliate or Clinical Professor requires the approval of both the Department and College Voluntary Faculty Committees, based on the criteria listed in Section 5.7 below. Recommendations for promotion must be accompanied by a current Curriculum Vitae and a cover letter from the Department Chairperson that outlines the accomplishments of the candidate and documents the manner in which he or she meets the criteria for the designated position. Recommendations for promotion to the rank of Affiliate or Clinical Associate Professor or Affiliate or Clinical Professor must be accompanied by five letters of recommendation from individuals who are appropriately qualified to assess the faculty member's professional qualifications in relation to the criteria for these ranks. The majority of these recommendations should ordinarily be from organizations and institutions other than those where the candidate trained in order to document the candidate's professional standing and reputation. Recommendations should not be solicited from colleagues/partners in the same practice group. Where possible, recommendations for promotion to these senior ranks should be accompanied by up to five representative reprints of the candidate's scholarly publications or works.

## **5.7 CRITERIA FOR SENIOR APPOINTMENT OR PROMOTION**

Members of the Voluntary Faculty are ordinarily expected to meet the following College-wide criteria for appointment or promotion to the ranks of Affiliate or Clinical Associate Professor or Affiliate or Clinical Professor, as well as any applicable criteria established by the relevant department. Affiliate or Clinical Associate Professor is an appropriate terminal rank for those, who although meeting the years of service criterion, do not otherwise meet the criteria for promotion to Affiliate or Clinical Professor. These criteria are intended to serve as guides for assessing the scholarly and professional accomplishments of Voluntary Faculty, as well as the extent of their contributions to the College's programs. In determining eligibility for

promotion or appointment to a senior faculty rank, the quality of the individual's contributions is taken into consideration, as well as the quantity.

**(1) Affiliate or Clinical Associate Professor:**

At least seven years of continuous, active participation as an Affiliate or Clinical Assistant Professor, or the equivalent:

1. Documentation of continuing effectiveness and accomplishment as a clinical teacher and/or of continuing publication of original articles or reviews in professional publications, and
2. Recognition of superior clinical accomplishment as evidenced by having established a regional practice referral base and/or being sought out for consultation by colleagues and/or holding leadership office in a professional or learned society and/or holding a leadership role in a hospital or health care organization and/or serving as an Examiner for a recognized Specialty Board and/or the demonstration of an equivalent level of skill and qualification in other related areas. Members of the Voluntary Faculty who are not engaged in clinical practice activities are required to furnish equivalent evidence of recognition in the academic community for superior accomplishments within their discipline.

**(2) Affiliate or Clinical Professor:**

1. At least seven years of continuous, active participation as an Affiliate or Clinical Associate Professor,
2. Documentation of continuing effectiveness and accomplishment as a clinical teacher and either (a) continuing publication of original articles or reviews in professional publications, or (b) a record of distinguished professional leadership, or (c) a life-time of achievement in their chosen professional field, or (d) evidence of equivalent scholarly accomplishment, and
3. Recognition as an outstanding clinician as evidenced by a state-wide pattern of clinical referrals and/or a national reputation for clinical excellence and/or holding leadership office in professional or learned societies at the state or national level and/or evidence of equivalent national and/or state-wide recognition of extraordinary clinical skill and effectiveness, or the demonstration of an equivalent recognition in the academic community for outstanding accomplishments within their discipline.

## **5.8 COLLEGE VOLUNTARY FACULTY COMMITTEE**

The College Voluntary Faculty Committee serves in an advisory capacity to the Dean. It is comprised of five senior members of the Voluntary Faculty appointed by the Dean from among nominees active in the teaching programs of the College as submitted by the Chairperson. The Committee considers all recommendations for appointment or promotion to the ranks of Affiliate or Clinical Associate Professor and Affiliate or Clinical Professor. In addition, the Committee periodically reviews all College Voluntary Faculty Policies and Procedures and makes recommendations concerning these to the Dean.

## **5.9 DEPARTMENT VOLUNTARY FACULTY COMMITTEES**

College departments that appoint Voluntary Faculty are required to have a Departmental Voluntary Faculty Committee, a majority of the members of which should be members of its APT Committee. This may be constituted as either: (a) a free-standing committee composed of an appropriate representation of senior members of its Voluntary Faculty and APT Committee, appointed by the Department Chairperson, or (b) a

modification of its Department APT Committee that includes an appropriate representation of its Voluntary Faculty at such times as it is considering matters pertaining to the Voluntary Faculty.

Department committees may develop departmental policies and procedures for appointment, reappointment, promotion, and termination of Voluntary Faculty to amplify and supplement those of the College, and should promulgate these to the Voluntary Faculty so that they will be aware of what is expected of them. Such departmental policies and procedures must be approved by the Department Chairperson and the Dean. Departmental committees consider all departmental recommendations for appointment and/or promotion to the rank of Affiliate or Clinical Associate Professor or Affiliate or Clinical Professor and make recommendations concerning these to the Department Chairperson and the College Voluntary Faculty Committee.

## **5.10 TERMINATION AND NON-REAPPOINTMENT**

Appointments of Voluntary Faculty are for a specified term and automatically terminate at the end of such term unless notice of reappointment is given. Appointment to the Voluntary Faculty is not considered a property right and specific notice of non-renewal is not required. Voluntary Faculty members who do not meet the criteria for renewal of their appointment may subsequently be reappointed when they again meet these criteria. Voluntary Faculty physicians are expected to keep their Department of Health profile current with regard to their Voluntary Faculty appointments and to notify the Department of Health if an appointment is not renewed. Voluntary Faculty members who resign, retire from active teaching, relocate, or fail to meet the requirements of their Appointment Agreement, may have their appointments terminated without prejudice by the Dean at any time during their term. Voluntary Faculty members who violate established standards of ethical, moral or professional behavior, or act in a manner prejudicial to the College or the University, may have their appointments terminated during their term without eligibility for future reappointment. Termination or non-reappointment of Voluntary Faculty is at the sole discretion of the Dean and without recourse.

## **6. DOCUMENTATION OF MERIT AND ACCOMPLISHMENT**

The College review of applications for appointment, promotion, or tenure assesses the overall quality of the individual's contributions in relation to both the criteria for the position and the nature of the individual's faculty duties and responsibilities. The activities listed below are intended to serve as examples of the types of achievement that are used to assess meritorious accomplishment in teaching, scholarly activity, service, and clinical care. The quality of an individual's contributions in such activities is evaluated, not just the quantity, since accomplishment cannot be measured simply by meeting numerical criteria.

### **6.1 SCHOLARLY ACTIVITY**

Scholarly activity includes basic and applied research, published works, creation of innovative teaching and clinical materials or procedures, and other original contributions to the health science knowledge base, such as:

- Authorship of publications in scholarly, peer-reviewed journals,
- Authorship/editorship of scholarly books, chapters and non-print materials (e.g.video),
- Authorship of other scholarly publications,
- Principal investigator of peer-reviewed, externally funded research grants,
- Principal investigator of other funded research grants,

- Co-investigator of peer-reviewed, funded research grants,
- Editor or editorial board member of scientific journals,
- Membership on national/state research peer-review panels,
- Manuscript reviewer for scientific journals,
- Officer of national/international scientific societies,
- Unsolicited invitations to present research findings at other institutions or at national/international professional or scientific meetings,
- Frequency of citations,
- Scientific honors and awards,
- Service on national research committees and task forces,
- Demonstration of initiative and sustained activity as independent researcher,
- Publication of clinical observations, reviews, investigations, computer programs or contributions dealing with new clinical insights, improved methods of diagnosis and treatment and more effective delivery systems,
- Publication of educational innovations, including curriculum development and new teaching materials,
- Election to membership or fellowship in prestigious scholarly societies, advisory groups or study sections,
- Other evidence of original contributions to the health science knowledge base.

## 6.2 TEACHING

Teaching includes instructional activities in the classroom, laboratory, or clinical setting that involve pharmacy students, residents, fellows, graduate students, continuing professional education, and public education. It also includes participation in didactic lectures, presentations, and discussions at Grand Rounds, seminars, workshops, journal clubs, research meetings, supervisory sessions, and laboratory and clinical training.

- Teaching effectiveness evidenced by mastery of both content and method, documented by student and faculty evaluations,
- Innovation in teaching methods and production of texts or educational software,
- Responsibility for design, organization, coordination and evaluation of a high quality course or series of lectures,
- Responsibility for successful curriculum innovation and design,
- Unsolicited invitations to teach at other institutions,
- Thesis or dissertation advisement,
- Achievement of graduate students,
- Award of training grant,
- Ability to attract students to electives,
- Teaching award,
- Informal influence on student growth and development,
- Effective participation in research training,
- Invitations to direct or present programs of professional societies and CE courses,
- Serving as an effective mentor for junior faculty,
- Serving as an exemplary clinical or research role model for trainees,

- Demonstration of ability to communicate enthusiasm, stimulate students, keep abreast of new developments and exhibit a scholarly approach to learning.

### **6.3 SERVICE**

Service activities include service to the department, College and University or to the faculty member's local, state, national, professional, or academic communities.

- Recognized achievement in administration and/or leadership at department, College or University level,
- Recognized achievement as member of department, College or University committee,
- Continuing and effective consultation and service to local, state, regional, national or international organizations,
- Provision of continuing and effective counseling and guidance services to students,
- Holding leadership office in professional or learned societies at state, national or international level,
- Serving on civic organizations concerned with health care issues at local, state, national, or international level.

### **6.4 CLINICAL Practice**

Clinical practice involves the provision of pharmaceutical care services to patients at the College's clinics and affiliated institutions, either in connection with the faculty's teaching responsibilities or as a means of

- Recognition as an outstanding clinician and/or reputation for clinical excellence,
- Membership or fellowship in elected professional organization that denotes a high level of clinical competency,
- Board certification/recertification in specialty, and sub-specialty where applicable, or equivalent.

## **7. FACULTY PROFESSIONAL PRACTICE**

The College provides educationally oriented clinical practice settings and opportunities through which faculty members provide health care to patients, including patients at affiliated hospitals and clinical sites, as an integral part of their academic activities and employment as faculty. Participation in such faculty practice is vital to the educational mission and for the maintenance of patient management skills and clinical expertise, and is a necessary part of employment as faculty. Clinical Faculty who see patients and provide clinical instruction and supervision to pharmacy students are required to hold a valid license in the State of Florida.

## **8. AMENDMENT OF GUIDELINES**

The College Guidelines for Faculty Appointment, Promotion, and Tenure, and any amendments thereto, must be approved by the Faculty Council, the Executive Council, and the Dean, subject to final approval by the Vice President for USF Health and President of the University. The Guidelines must be consistent with prevailing University requirements and are considered to be automatically amended to be in compliance with any changes in these.

Second Draft for Faculty Consideration 4.18.12

**The document will be reviewed every year till 2015 (June – July) and then may be reviewed every alternate year depending on the resolution by the Appointment, Promotion and Tenure committee.**

**Approved by the Executive council:**

**Approved by the entire faculty: 7/6/2012 for the year 2012-2013**