

**TENURE AND PROMOTION  
GUIDELINES  
COLLEGE OF PHARMACY  
UNIVERSITY OF SOUTH CAROLINA**

March, 1991

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University of South Carolina  
College of Pharmacy

Guidelines for Tenure and Promotion  
March, 1991

I. Committee on Tenure and Promotion

A. Committee Composition

1. Tenured Professors (vote on all decisions)
2. Tenured Associate Professors (vote on all questions of tenure and on promotion decisions of faculty seeking the rank of Assistant Professor or Associate Professor)

B. Committee Chairperson

1. Elected annually by the Tenure and Promotion Committee by the second week in April
2. Must be a tenured professor

II. Procedure and Calendar

A. Tracks:

The faculty of the College of Pharmacy of the University of South Carolina is divided into two tracks: tenure and non-tenure. Criteria for each of these tracks are given below.

B. Tenure and Promotion – Tenure Track Appointments

All untenured faculty members in a tenure track appointment must be considered for tenure and all faculty members who hold a rank below professor must be considered for promotion each year. Each such faculty member will be given written notice by the Dean of the College of Pharmacy by April 14<sup>th</sup> of each year of their option for tenure and/or promotion review in the fall semester. The faculty member will choose from the possible options of promotion only, tenure only, promotion and tenure, or not to be considered. Any faculty member entering the penultimate (decision) year of his/her probationary period must be considered for tenure. Any faculty member who will not be entering the decision year of his/her probationary period for tenure may request in writing to the chairperson of the Committee on Tenure and Promotion his/her desire not to be considered for tenure. Faculty members who do not wish to be considered for promotion may also notify the committee chairperson of their wishes in writing. Such notification must be made by April 30<sup>th</sup> and these will be contacted by August 7<sup>th</sup> to obtain their agreement to review a candidate's file. The candidates should begin preparing their files during June and July. By August 15<sup>th</sup> the committee chairperson will verify that all faculty members have been notified of their eligibility for promotion and tenure review. All other procedures will be conducted according to University guidelines and calendar.

### C. Non-Tenure-Track Appointments

The following regulations will apply for non-tenure-track appointments:

1. Non-tenure-track appointments are designated by the title modifier of “clinical,” for example, clinical assistant professor.
2. Clinical appointments are made for faculty members who have as their primary responsibility the provision of patient care services and practicum instruction. Research and scholarly activities are expected of all faculty, but the level of involvement for clinical faculty is typically less than 25% of one’s time.
3. Non-tenure track faculty will be evaluated annually by all tenured faculty, the department chairperson, and Dean following the same procedures used with all other faculty. A written summary of the evaluation will be provided to the faculty member under review by the chairperson.
4. Except in the case of an appointment made for a specific period of time, the following notice will apply. If, during the first year of the appointment it is deemed in the best interest of the University of South Carolina not to renew the appointment at the end of the year, notice of such non-reappointment will be given by March 1 (July 1 for a second semester appointment). If, during the second year of the appointment, it is deemed in the best interest of the University not to renew the appointment, notice of non-reappointment will be given in writing by December 15 (April 15 for a second semester appointment). Thereafter, notice in writing of non-reappointment will be given at least 12 months prior to the effective date.
5. Faculty granted an initial non-tenure track appointment at the Assistant Professor level or above (includes clinical appointments) must make a decision within two years to remain on the non-tenure track or move to the tenure track. Clinical faculty granted an initial tenure track position must decide within two years whether to remain there or convert to a non-tenure-track position. Time served as a non-tenure-track faculty member will not count as part of the probationary period if the faculty member is appointed later to a tenure track position.
6. Non-tenure track faculty will be eligible for promotion by following the College of Pharmacy Tenure and Promotion Guidelines. The faculty member will be reviewed by the unit, the department chairperson, the Dean, and the Provost; but, not the University Tenure and Promotion Committee, nor the President, nor the Board of Trustees.

### D. Procedures for Obtaining Letters from Outside References

1. The candidate will provide the name, address, and telephone number of five (5) potential referees. No more than two of these may be individuals with whom the candidate co-authored books, publications or studied. (See Flow Chart on page 17.)

2. The Tenure and Promotion Committee chairperson will request a senior level College of Pharmacy faculty member in the candidate's area and the candidate's immediate supervisor to each submit the name, address, and telephone number for three (3) potential referees.
3. The Tenure and Promotion Committee chairperson will select two names from the candidate's list, two names from the list of senior level faculty member and one name from the list provided by the immediate supervisor.
4. The Tenure and Promotion Committee chairperson will contact each nominee to be an outside referee and will request letters evaluating the candidate's file and a brief biography of the referee.
5. Should the Tenure and Promotion chairperson be unable to obtain agreements from the five persons from the submitted lists, he/she will ask the appropriate individual (candidate, supervisor, or senior professor) for additional names, and the process will be continued until five referees have been selected.

#### E. Voting Procedure

1. The dean and the department chairperson may not vote during the deliberations of the committee, but will provide comments and recommendations to the file following the committee vote.
2. All votes will be by secret ballot.
3. All votes will be recorded as "Yes" or "No".
4. A justification must be written on the ballot itself.
5. The votes will be counted by the Tenure and Promotion Committee chairperson and the Dean (or in his/her absence, the Associate Dean).
6. The candidate's complete file (including primary file, ballots, outside letters, and any supplemental information), will be personally delivered by the Tenure and Promotion chairperson to the appropriate departmental chairperson.
7. The "yes" votes must constitute two-thirds (2/3) of the total votes cast ("Yes" and "No") in each case before that file may go forward from the College of Pharmacy Tenure and Promotion Committee.

#### F. Notification

1. The Tenure and Promotion chairperson will notify each candidate in writing of the committee's decision.
2. The vote count shall not be provided to the candidate.

G. The department chair will provide a written evaluation for each candidate from his/her department which will be forwarded to the Dean for inclusion in the file.

H. The Dean will forward the files of successful candidates and those who are appealing the committee decision with his/her evaluation in each case, and a list of names of unsuccessful candidates to the provost.

- I. A candidate who is dissatisfied with the Tenure and Promotion Committee's decision may appeal. Notice of appeal is made to the Tenure and Promotion chairperson. The chairperson will notify the faculty in writing of an appeal, thus allowing any faculty member who wishes to write a letter concerning the appeal to do so.
- J. The Dean forwards the file of a faculty member who is appealing the local unit's decision to the provost after letters from the faculty and the department chairman's and Dean's comments have been included.
- K. A candidate may add to his/her file any time prior to the distribution of ballots to the Tenure and Promotion Committee. Subsequent additions may be made according to university policy, only.

### III. Criteria

#### A. Faculty Manual Description of Professional Ranks:

To receive favorable consideration for tenure and for promotion to associate professor or professor, a faculty member must demonstrate a level of maturity and competency as indicated in the Faculty Manual. The following qualifications and requirements are taken from the Faculty Manual (1986, pp. 23-24):

1. Professor. To be eligible for the rank of professor, a faculty member must have a record of outstanding performance, normally involving both teaching and research or creativity or performance in the arts, or recognized professional contributions. As a general guideline, the faculty member is expected to hold the earned doctor's degree and to have at least nine years of relevant experience.
2. Associate Professor. To be eligible for the rank of associate professor, a faculty member must have a record of effective performance usually involving teaching and research, or creativity or performance in the arts, or recognized professional contribution. He/She must possess strong potential for further development as a teacher and as a scholar. Normally, he/she is expected to hold the earned doctor's degree.
3. Assistant Professor. To be eligible for the rank of assistant professor, a faculty member must possess strong potential for development as a teacher and as a scholar. Normally, he/she will be expected to hold the earned doctor's degree.

#### B. In determining a candidate's eligibility for promotion and/or tenure, the Faculty Manual (1986, p. 26) lists the following relevant data for consideration:

1. evaluation of teaching performance;
2. a listing of pertinent publications, papers, presented and the likes;
3. other activities such as work on university committee, student advisement, presentations of lectures, participation in professional societies, and relevant public service;
4. experience at the University of South Carolina;

5. relevant experience elsewhere;
6. personal attributes as they affect the faculty member's teaching, his/her students, and his/her colleagues;
7. participation in interdisciplinary educational and research activities;
8. external evaluations of a faculty member's scholarly or creative achievements and other professional activities.

C. Explanation of Terms

As an aid to the evaluation process, it is important that internal and external (outside referees) reviewers use standardized descriptive terms in their vote justifications and written evaluations of a candidate. The following terms are commonly used in tenure and promotion evaluations. For convenience, the terms are arranged under the applied criteria.

1. Scholarship:

- a. Superior – International class scholarship. The candidate's published research presentations, and grant activity rank in quality and quantity with that of the best colleagues of the same rank in the same discipline at universities that are comparable with the University of South Carolina.
- b. Excellent – The candidate's contributions are recognizably higher in quality and quantity than most colleagues of the same rank in the same discipline at the universities that are comparable with the University of South Carolina.
- c. Good – Candidate's contributions are equal in quality and quantity with that of most colleagues of the same rank in the same discipline at universities that are comparable with the University of South Carolina.
- d. Fair – Candidate's contributions are recognizably less in quality and quantity than that of most colleagues of the same rank at universities that are comparable with the University of South Carolina.
- e. Unsatisfactory – Candidate's contributions are not of sufficient quality and quantity to be considered satisfactory when compared with that of colleagues of the same rank at universities that are comparable with the University of South Carolina.

2. Teaching:

- a. Superior – Candidate's teaching is consistently rated among the best in the unit.
- b. Excellent – Candidate's teaching is consistently rated well above the average of the unit.
- c. Good – Candidate's teaching is consistently rated near the average for the unit.
- d. Fair – Candidate's teaching is consistently lower than the average for the unit.

- e. Unsatisfactory – Candidate’s teaching is consistently rated well below the average for the unit and is unsatisfactory.
3. Service:
- a. Superior – Candidate’s service record in quality/quantity is recognizably among the best in the unit.
  - b. Excellent – Candidate’s service record in quality/quantity is well above average in the unit.
  - c. Good – Candidate’s service record compares well with the unit’s average.
  - d. Fair – Candidate’s service is consistently lower than the average for the unit.
  - e. Unsatisfactory – Candidate’s service record is consistently rated well below the average for the unit and is unsatisfactory.

D. The College of Pharmacy faculty has added descriptions which augment those found in the Faculty Manual. The descriptions below are more specific for the College of Pharmacy and the profession of pharmacy.

1. Overall participation in the educational programs of the college is evidenced by the following:
  - a. teaching load – hours and students;
  - b. participation in the graduate program where appropriate;
  - c. participation in the undergraduate professional program.
2. The faculty of the College of Pharmacy, as educators of health professionals have, in addition to the accepted academic and scientific responsibilities, a major responsibility of service to and leadership in the profession of pharmacy.
  - a. participation in other professional or community groups;
  - b. professional publications and presentations (often non-refereed);
  - c. continuing education activities;
  - d. patient care services.
3. The candidate’s record of teaching, scholarly activities, and service will be evaluated on the following criteria:
  - a. Teaching – An effective teacher stays current in his/her field and effectively communicates the advancements of the profession to his/her students. His/Her teaching will be assessed by:
    - (1) student teaching evaluations;
    - (2) peer evaluations;
    - (3) administrative review;
    - (4) clarity and range of subjects taught;
    - (5) development of new courses;
    - (6) development of innovative teaching methods.
  - b. Scholarly Activity – An effective teacher not only stays current in his/her field, but also continues to advance that field. His/Her scholarly activities will be assessed by:

- (1) the quality of contract and grant proposals submitted;
- (2) grant and contract proposals funded;
- (3) research completed;
- (4) referred publications – quality and number;
- (5) papers presented at state, national, and international meetings;
- (6) current research activity.

- c. Service – As a minimum, it is expected that a faculty member will actively participate in at least one professional or scientific organization. Additional contributions which will be considered are:
  - (1) service on university and college committees (It is recognized that service on university and college committees is the responsibility of all faculty members. Such service becomes significant when the activity of a faculty member is beyond that of most other faculty. The degree to which the faculty member contributes to the committee’s work is also an important consideration in evaluating a candidate’s committee service);
  - (2) advisor to student organizations.

E. Specific Unit Criteria for Tenure and Promotion – The faculty of the College of Pharmacy can be divided into those who specialize in traditional academic pursuits and those whose primary role is that of a clinical faculty. All faculty will be evaluated on the basis of teaching, service, and research. Differences in the criteria for tenure and promotion in cases of traditional academic roles and clinical roles are noted in the following:

1. Traditional Track:

a. Assistant Professor

(1) Tenure

The minimum criteria for tenure as assistant professor will be the same as those for tenure at associate professor (see below).

b. Associate Professor

(1) Tenure and Promotion

Scholarship – Good. The candidate must have a record of scholarly refereed publications of the same quality and quantity as that of most colleagues in that same discipline. The ability to prepare and publish one’s research is of utmost importance.

Presentations at national meetings constitute another measure of scholarship. One’s record in this activity must be of the same quality and quantity with that of most colleagues in the same discipline.

Extramural funding for support of one's research and development activities is another measure of scholarship. In addition, peer review panel priority scores on proposals which were not funded are a measure of scholarship.

Teaching – Good. Requires demonstrated teaching skills as measure by evaluations of students, peers, and administrators. The candidate should exhibit personal traits which are consistent with becoming a good teacher, e.g., extending common courtesies.

Service – Fair.

c. Professor

(1) Tenure and Promotion

Scholarship – Excellent. Scholarly publications in referred journals are recognizably higher in quantity and quality than with most colleagues in one's discipline.

Research and development presentations at national and/or international meetings; and, extramural support for R&D are indicies of scholarly activity.

Teaching – Excellent. Demonstrated teaching skills are recognizably higher than most faculty in one's discipline as evaluated by students, peers, and administrators. The candidate must exhibit personal traits which are consistent with excellence in teaching; e.g. extending common courtesies.

Service – Good.

2. Clinical Track

Faculty members who have been employed in a tenure track to teach and be a role model in a professional practice component of the curriculum have up to two years to opt out of this track. When one chooses this route one may not change back to a tenure track position. Persons in the non-tenure track have the word "clinical" inserted before their faculty rank, e.g., clinical assistant professor. Practice oriented faculty who choose to remain in the tenure track are designated by the same ranks as faculty in the traditional mode and must fulfill the following criteria for tenure and promotion:

a. Assistant Professor

(1) Tenure

The minimum criteria for tenure as assistant professor will be the same as those for tenure at the associate professor (see below).

b. Associate Professor

(1) Tenure and Promotion

Scholarship – Good. One’s research will most likely be of a clinical nature. A candidate must have a record of scholarly refereed publications of the same quality and quantity as that of most colleagues in that same discipline. The ability to prepare and publish one’s research is of utmost importance.

Presentations at national meetings constitute another measure of scholarship. One’s record in this activity must be of the same quality and quantity with that of most colleagues in the same discipline.

Extramural funding for support of one’s research and development activities is another measure of scholarship. In addition peer review panel priority scores on proposals which were not funded are a measure of scholarship.

Teaching – Good. Demonstrated teaching skills are measured by evaluations of students, peers, and administrators and are of the same quality and quantity as that of most colleagues in that same discipline. The candidate should exhibit personal traits which are consistent with becoming a good teacher, e.g., extending common courtesies.

Service – Good. The quality of clinical service is expected to be at least “good.” One is required to show evidence of active participation in the profession, university, college, and the department and one must be licensed to practice pharmacy in South Carolina.

c. Professor

(1) Tenure and Promotion

Scholarship – Good. A candidate must have a record of scholarly refereed publications of the same quality and quantity as that of most colleagues in that same discipline. The ability to prepare and publish one’s research is of utmost importance.

Presentations at national meetings constitute another measure of scholarship. One’s record in this activity must be of the same quality and quantity with that of most colleagues in the same discipline.

Extramural funding for support of one's research and development activities is another measure of scholarship. In addition, peer review panel priority scores on proposals which were not funded are a measure of scholarship.

Teaching – Excellent. Demonstrated teaching skills which are recognizably higher than most faculty in one's discipline as evaluated by students, peers, and administrators. The candidate must exhibit personal traits which consistent with excellence in teaching; e.g. extending common courtesies. The candidate is expected to be an excellent clinical role model teacher whom students would desire to emulate.

Service – Good. One must be contributing to the profession, university, college, department, and community at a level which is equal to that of most colleagues in that discipline. In addition to the active committee participation, the candidate will likely be involved in the offering of continuing education for pharmacists, in professional organizations, as well as a provider of health education to the public.

OUTSIDE REFEREES – SELECTION AND SOURCE

Candidate – Submits  
Name, Address, and  
Telephone Number for  
Five (5) Potential Referees

Senior Level Faculty  
Member in Candidate's  
Area – Submits Name,  
Address, Telephone Num-  
ber for three (3) Potential  
Referees

Candidate's Immediate  
Supervisor – Submits  
Name, Address, and  
Telephone Number for  
Three (3) Potential  
Referees



Unit T. & P. Chairman  
Selects and obtains consent  
From two (2) out of the list  
Of five (5).

Unit T. & P. Chairman  
Selects and Obtains Con-  
sent from Two (2) out of  
The List of Three (3)

Unit T. & P. Chairman  
Selects and Obtains Con-  
sent from One (1) out of  
the list of (3)



Letter(s) in File

Letter(s) in File

Letter(s) in File

- 1.
- 2.

- 1.
- 2.

- 1.