The University of Texas at El Paso
School of Pharmacy

GUIDELINES FOR TENURE AND PROMOTION PROCEDURES

This document adheres to the UT System policies and incorporates the processes in the UTEP Handbook of Operating Procedures (HOP) located at: https://www.utep.edu/vpba/hoop/. Faculty should consult the HOP for more information. This document was adapted from the UTEP College of Health Sciences Guidelines for Tenure and Promotion Procedures (September, 2014). Where omissions in the HOP exists in timeline and action responsibility, the process outlined below for the School of Pharmacy will be used.

CRITERIA FOR TENURE AND PROMOTION

According to Section 4.4.6.1 of the HOP, "tenure is an important commitment made only to those faculty members whose performance in research, teaching, and service exceeds the level of satisfactory, and who have demonstrated significant potential for continued performance at that high level, and for developing new knowledge and practice of national and international significance." Further, only faculty members who have demonstrated their competence in teaching may be awarded tenure. Section 4.4.6.1.6 also states that "there should be no attempt to impose any particular number of contributions necessary for recommendation for tenure and promotion or to balance quantity of contributions against quality." Evidence of success in securing extramural funding is a critical aspect of tenure and/or promotion consideration. Scholarship of Discovery is also highly regarded and its weight in evaluation for tenure and/or promotion will be assessed in the context of previous commitments made by the candidate and the University to the Candidate's research agenda. How well a Candidate's teaching, scholarship and service activities align with UTEP's mission of Access and Excellence as well as the SOP's IDEAL will also be considered.

DESCRIPTION OF THE PROCESS

Notification: For untenured faculty seeking tenure and promotion (Candidate), the Department Chair will notify the Dean's Office, which in turn will provide written notification before January 15 of the 5th probationary year stating that the faculty member must submit a complete electronic dossier (Appendix A) to the School of Pharmacy (SOP) Dean's Office by the deadline of that academic year. Untenured faculty (Candidate) must notify the Department Chair and SOP Administration of the Intent to Apply for Tenure and Promotion by April 1.

Tenured faculty (Candidate) must notify the Department Chair and SOP Administration of the

Intent to Apply for Promotion by April 1. Tenured faculty seeking promotion must submit their complete electronic dossier (Appendix A) to the SOP Dean's Office by the deadline of the 5th year (See Appendix B). Candidates will have the opportunity to add additional materials to their dossier up to the timeframe for review by the Provost.

External Review: The Candidate may submit a list of 5-10 scholars via the External Reviewer Biography Table (Appendix C) for consideration as potential External Reviewers by the defined date (Appendix B) for consideration by the Department Chair. The SOP Dean's Office, in consultation with the Department Chair, will identify 3-5 additional scholars as potential External Reviewers. The Chair will complete the finalized External Reviewer Biography Table (Appendix C). These letters will then be solicited by the Department Chair.

Acceptable External Reviewers will be familiar with the scholarship and literature of the Candidate's field, have not worked closely with the Candidate, have no personal relationship with the Candidate, and are able to critically evaluate the Candidate's scholarly and professional activities at the regional, national, and international levels. External Reviewers should hold tenured appointments at a UTEP peer or aspirational peer institution by the UT system (see UTEP Handbook of Operating Procedures, Section III: Academic Affairs, Academic Policies and Faculty Personnel Matters, 4.4.5.5.2.g.). The faculty rank of External Reviewers should be Associate Professor or Professor for Candidates considered for promotion to Associate Professor. For Candidates being considered for promotion to Professor, the rank of External Reviewers must be Professor. A written request to provide an independent, systematic and professional evaluation of quality of the research, scholarship and creative activities of the Candidate will be sent to potential External Reviewers by the deadline outlined in Appendix B. External reviewers must be apprised that UTEP follows Boyer's Model of Scholarship. The request will inform the External Reviewers that under Texas law their evaluation letters may become public if a legal request is made. The deadline for receipt of External Reviewer evaluations is outlined in Appendix B. At least three letters from External Reviewers must be received, and all letters received from External Reviewers will become part of the Candidate's confidential file. At this point in the evaluation process, the Candidate's file will contain the dossier and the letters from External Reviewers.

School of Pharmacy Committee Review: The Dean in consultation with the Department Chair will assemble a School Committee and instruct this Committee on its purpose and function. If the School Committee does not contain a sufficient number of tenured faculty members at the appropriate rank, the Dean, in consultation with appropriate individuals, will invite faculty members from other Colleges/Schools/Programs (ex. Science, Health Sciences, Nursing, Psychology, etc.) to constitute the School Committee. The School Committee will have a minimum of three tenured faculty members holding the rank appropriate for the evaluation. The review committee for a Candidate under consideration for promotion to Associate Professor may include faculty members at the rank of both Associate Professor and Professor; however, the review committee for a faculty member seeking the rank of Professor may include only faculty members holding the rank of Professor. Individual committee members must identify any potential conflicts of interest and notify the Dean's Office of the need for replacement with a suitable alternate member.

The SOP Dean's Office will provide the School Committee access to the Candidate's electronic dossier and letters from External Reviewers. The School Committee will review all components of the Candidate's file, and consider the Candidate's Scholarship of Teaching, Scholarship of Discovery, Scholarship of Integration, and Scholarship of Application as described by the Boyer Model for faculty evaluation (Boyer, EL. Scholarship reconsidered: Priorities of the professoriate. San Francisco: Jossey-Bass; 1997 (Appendix A) as well as consider recommendations from External Reviewers. The Committee members will collectively produce a written recommendation summarizing the Candidate's teaching, research/scholarship/creative activity, and service. The Chair of the School Committee will conduct a vote on the recommendation of the Candidate for tenure and/or promotion. The results of the vote will be recorded to indicate the number of votes for, against and abstentions, and the number of Committee members voting.

The School Committee will provide its recommendation to the Department Chair and Dean no later than the deadline (see Appendix B). The School Committee Chair will prepare a recommendation letter to the department chair summarizing the Committee's discussion and explicitly indicating the number of votes for, against and abstentions, and the number of Committee members voting. The School Committee's recommendation will be added to the Candidate's file. At this point in the evaluation process, the Candidate's file will contain: the dossier, the letters from External Reviewers, and the recommendations of the School Committee.

Department Chair Review: The Department Chair will make an independent recommendation and transmit the complete application, reports from the external reviewers, the School Committee's recommendation including a summary of votes, and the Department Chair's recommendation to the Dean, no later than the deadline (see Appendix B). The review will consider all components of the Candidate's file, and the Department Chair's letter should include, but is not limited to, a summary of the Candidate's Scholarship of Teaching, Scholarship of Discovery, Scholarship of Integration, and Scholarship of Application as described by the Boyer Model for faculty evaluation (Boyer, EL. *Scholarship reconsidered: Priorities of the professoriate*. San Francisco: Jossey-Bass; 1997 (Appendix A). At this point in the evaluation process, the Candidate's file will contain: the dossier, the letters from External Reviewers, and the recommendations from the School Committee and Department Chair.

The evaluation by the Department Chair is a critical component of the tenure and/or promotion process because the Department Chair is uniquely positioned to comment on all aspects of a Candidate's performance from a perspective relevant to the field. In the context of the Boyer Model, the Department Chair should provide powerful insight towards the Candidate's teaching, scholarship, and service; and the Candidate's potential for continued productivity.

Dean's Review: The Dean of the SOP will complete an independent review of all materials in the Candidate's file, inform the Department Chair of the decision, and provide a recommendation to the Provost. No later than the deadline (Appendix B), the Dean will forward the Candidate's complete file to the Provost. At this point in the evaluation process, the Candidate's file will contain: the dossier; the letters from External Reviewers; the recommendations from the School Committee, Department Chair, and Dean.

Provost's Review: Pursuant to UTEP HOP, Section III, Chapter 4, 4.4.5.7, the Provost may seek additional opinions regarding the contribution of a candidate to the Department, College or School, and University and initiate any other review he or she considers appropriate. The Provost will make recommendations to the President regarding each candidate with supporting rationale for the recommendation.

President's Review: If the President recommends tenure and promotion, the President will submit those recommendations to the UT System Chancellor and Board of Regents for approval. No later than August 1st of the sixth academic year of the probationary period, all non-tenured faculty serving in a rank that accrues time toward the maximum probationary period shall be given notice that the seventh academic year will be the terminal year of employment, or that beginning with the subsequent academic year, tenure will be granted. In the event that the employment of a non-tenured faculty member is to be terminated prior to the end of the maximum probationary period, notice shall be given in accordance with UTEP HOP, Section III 4.4.1.3.

For a Candidate being considered for promotion only (i.e. Associate to Full Professor), the Candidate shall be given notice that their promotion is being granted or denied at a date that will be determined by the President's Office of the year they are being considered.

Candidate Notification: The Department Chair will keep the candidate apprised of recommendations regarding his/her tenure and/or promotion as per the HOP.

Appeals Process: Appeals to tenure and/or promotion recommendations/decisions will be made according to procedures outlined in the HOP and with guidance from the Provost's Office.

APPENDIX A

THE TENURE & PROMOTION DOSSIER

The Candidate must first review the Tenure and Promotion Guidelines document to understand the criteria required for achieving tenure and/or promotion. Tenure and promotion policies are defined in The Handbook of Operating Procedures available at:
https://www.utep.edu/vpba/hoop/section-3/academic-policies-and-faculty-personnel-matter.html

It is the responsibility of each Candidate for tenure and/or promotion to prepare and present for evaluation a complete, well-organized, well-documented, and clear application file (Dossier) so as to accurately reflect their record.

The Tenure and Promotion Dossier materials are to be submitted in an **electronic format** (e.g. Adobe Acrobat). All materials are to be combined into a single, indexed portfolio file. Original documents not in electronic form are to be scanned with sufficient quality to be clear and legible for review. Future submission of the Tenure and Promotion Dossier may be required through Digital Measures.

The Dossier should be arranged and sectioned according to the Table of Contents, and sections should be clearly delineated. Where possible, imbedded links to associated sections/materials (e.g. bookmarks) should be included to facilitate easy navigation of the overall packet.

The Tenure and Promotion Dossier should be organized and ordered as indicated below. However, this list should not be interpreted to exclude the incorporation of additional, important material.

TENURE AND PROMOTION EVALUATION DOSSIER

1. GENERAL DOCUMENTS

1.1. Curriculum Vitae (CV)

1.2. Statement of Philosophy on the following activities. (1-2 pages each)
1.2.1. Teaching
1.2.2. Research
1.2.3. Service
Note: These statements should include a reflection on how each philosophy aligns with UTEP's mission of Access and Excellence as well as the SOP's IDEAL.

1.3. Faculty self-evaluation with respect to progress toward achieving career goals (1-2 pages each)
1.3.1. Teaching, Mentoring, and Advising
1.3.2. Research
1.3.3. Service

1.4. Faculty annual performance evaluation summaries since initial appointment or most recent UTEP promotion.

2. TEACHING ACTIVITIES

2.1. Professional Information
2.1.1. Statement of teaching goals
2.1.2. List of courses taught
2.1.3. List of new courses and/or major course revisions
   Examples: conversions to online teaching, hybrid format, flipped classroom, addition of service learning components
2.1.4. Teaching load information including level and class size for each academic year
2.1.5. Evidence of curriculum development
   Examples: including sample syllabi and course materials
2.1.6. Demonstrated creativity in teaching
   Examples: teaching awards, established new clinical site, developed new teaching-learning activity, media production such as videos and software
2.1.7. Professional development in teaching
   Examples: workshops and seminars presented and attended
2.1.8. Advising of undergraduate and graduate students

2.2. Evidence of Teaching Quality
2.2.1. Student evaluations and comments, tabulated and summarized (include actual student evaluations as an appendix)
2.2.2. Projects, Theses and Dissertations supervised
2.2.3. Honors and awards earned by supervised students
2.2.4. Career achievements of mentored students

2.2.5. Community and/or school-based projects guided and produced in connection with courses (e.g. service-learning experiences)
2.2.6. Copies of peer evaluations from UTEP faculty who have observed classes or reviewed course materials
2.2.7. Honors or awards for teaching excellence
2.2.8. Intramural and/or extramural funds awarded for instruction, innovation, facilities, and/or student support
2.2.9. Other evidence

3. RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITIES

Boyer's Model of Scholarship
Many types of scholarship/activities may be documented using Boyer's Model as:

Scholarship of:	Purpose	Examples of Measures of Performance
Teaching	Study teaching models and practices to achieve optimal student learning	• Advancing learning theory through classroom research • Developing and validating instructional materials • Mentoring graduate students • Designing and implementing course-, program-, School-level assessment system
Discovery	Create/discover new knowledge through traditional research	• Publishing in refereed forums • Producing creative work within established field • Creating infrastructure for future studies (establishing a distinct line of study, grant funding, etc.)
Integration	Interpret and incorporate the use of evidence-based knowledge across disciplines	• Preparing/publishing a comprehensive literature review • Authoring a textbook for use in multiple disciplines • Collaborative course design and/or deliver (within and/or across disciplines)
Application	Contribute/expand society's and/or profession's ability to address problems	• Consulting services to industry or government • Assuming leadership positions for professional organizations • Fostering the professional growth of students through mentoring/advising

Adapted from: Marta Nibert. 2.5.1 Boyer's Model of Scholarship. In Faculty Guidebook: A Comprehensive Tool for Improving Faculty Performance. Eds: Beyerlein, Holmes, Apple. Plainfield, IL, Pacific Crest; 2007.

3.1 Scholarship of Teaching
3.1.1 Development of innovative education program and methods of teaching
    3.1.1.1 Incorporation and evaluation of new technology in the classroom
    3.1.1.2 Teaching an innovative interdisciplinary or interprofessional education class at the school and/or university level
    3.1.1.3 Participation in teaching beyond the university (e.g. visiting professor or invited scholar)
    3.1.1.4 Obtaining educational teaching grant to develop a new course or innovations in teaching that are significant for the School of Pharmacy

3.1.1.5 Developing and evaluating innovative clinical practice sites for experiential education of pharmacy students

3.1.2 Dissemination of knowledge in teaching
3.1.2.1 Presentation of educational posters or oral presentations for regional, state, national or international meetings while highlighting those that are peer reviewed
3.1.2.2 Development or organization of educational workshops, conferences, seminars in other colleges or universities
3.1.2.3 Publication in refereed education journals on educational studies, projects, educational innovations, curricular change, teaching strategies, assessment measures or creative new ideas in pharmacy education
3.1.2.4 Publication of textbooks or other learning materials
3.1.2.5 Participation in task forces or assemblies at the state, national, or international level that develop teaching guidelines, standards, or position papers dedicated to education
3.1.2.6 Publication as author or contributor to textbooks on teaching methods or evaluation of teaching

3.1.3 Recognition as expert in educational topics
3.1.3.1 Receipt of positive peer assessments for innovation or excellence in teaching
3.1.3.2 Receipt of state, regional, national, or international recognition for excellence in teaching
3.1.3.3 Invitation to serve on committees, taskforces, or special-interest groups at the state, national, or international level for facilitating educational change or mentoring of faculty
3.1.3.4 Invitations to present educational topics at the state, national, or international level
3.1.3.5 Participation as a reviewer, editorial board member, or editor of pharmacy education publication on teaching and learning
3.1.3.6 Contributions to writing of test items on national licensure or certification examinations

3.2 Scholarship of Application (applies expertise to solving problems ranges from the individual to societal level)
3.2.1 Provision of service to the community linked to faculty's discipline
3.2.2 Provision of service to the university (e.g. committee membership, university governance, campus-related student or campus activities)
3.2.3 Facilitation of student involvement in community service
3.2.4 Advising students on academic matters
3.2.5 Advising students in professional organizations which foster professional growth
3.2.6 Provision of service to industry, government or nonprofit sectors as an expert external consultant

3.2.7 Collaboration in committee involvement in policies addressing problems which impact communities and society

3.2.8 Provision of service as an outside evaluator for grants

3.2.9 Dissemination of new knowledge that promotes health care delivery, disease prevention, improvement in patient care and patient safety

3.3 Scholarship of Clinical Practice

3.3.1   Obtaining certification from a specialty board

3.3.2 Receiving an award that recognizes clinical expertise

3.3.3 Documentation of evidence of continued practice expertise through continuing education credits

3.3.4 Documentation of evidence of practice through involvement in a collaborative practice agreement

3.3.5 Receiving referrals of patients from practitioners both within and outside the University

3.3.6 Serving as a consultant with regard to practice expertise and/or patient care (e.g., third-party payment groups, courts, health organizations, etc.)

3.3.7 Reporting improved patient care programs/health outcomes through data analysis of practice

3.3.8 Publication of peer reviews of practice such as case reports, patient outcomes

3.3.9 Presentation of clinical findings related to practice as peer reviewed seminars or forums

3.3.10 Documentation of application of current evidence-based methods in patient care

3.3.11 Obtaining and managing grant proposals to improve health care delivery system models, outcomes, and access to health care

3.3.12 Membership on a specialty examining board

3.3.13 Holding a joint appointment with an outside institution for clinical service

3.3.14 Holding leadership roles in hospital, clinic, or pharmacy/healthcare organizations

3.3.15 Selection for a fellowship that denotes a high level of clinical competency within professional organizations

3.3.16 Presentation of research and/or scholarship findings related to the scholarship of clinical practice (e.g. abstracts, invited presentations, poster presentation)

3.4 Scholarship of Integration (connections within and between disciplines and/or professions)

3.4.1 Collaboration across disciplines to develop research projects

3.4.2 Development of interdisciplinary or interprofessional workshops, educational programs and service projects

3.4.3 Obtaining interdisciplinary/interprofessional grants

3.4.4 Publishing an interdisciplinary/interprofessional article, book chapter, book or monograph

3.4.5 Service as a reviewer/referee for an interdisciplinary/interprofessional journal

3.4.6 Receipt of an award of recognition from other discipline(s)

3.4.7 Presenting an invited lecture addressing interdisciplinary/interprofessional context

3.4.8 Presenting research and scholarship findings related to the scholarship of integration (e.g. abstracts, invited presentations, poster presentation)

3.5 Scholarship of Discovery* (Utilizes original research to expand or challenge current knowledge of discipline)

3.5.1 Evidence of success in securing extramural funding (e.g. proposals funded, pending, and/or submitted). Faculty are expected to bring extramural funding that would be commensurate with the amount of start-up monies they were provided.

3.5.2 Evidence of success in securing intramural funding (e.g. proposals funded, pending, and/or submitted)

3.5.3 Presentation of research and scholarship findings (e.g. abstracts, invited presentations, poster presentation)

3.5.4 Publications in peer-reviewed research journals (e.g. original research and review articles)

3.5.5 Publications including books, book chapters or monographs related to research

3.5.6 Presenting an invited lecture on research findings

3.5.7 Organizing a research panel, conference session, or symposium

3.5.8 Participation as reviewer, editorial board member, or editor of a research publication

3.5.9 Evidence of works cited or reviewed by other scholars

3.5.10 Receipt of a peer-reviewed award of recognition for research

3.5.11 Evidence of involving students in research (e.g. student support by intramural/extramural funding, articles co-authored with students, student presentations at conferences/seminars)

3.5.12 Mentoring of research personnel (e.g. support by intramural/extramural funding, articles co-authored, presentations at conferences/seminars)

Note: Scholarship of Discovery is highly regarded and its weight in evaluation for tenure and/or promotion will be commensurate with the Candidate's research plan.

4. SERVICE ACTIVITIES

4.1. Evidence of Service to University

4.1.1. Service on departmental, school, or university committees at UTEP
4.1.2. Supervision of student organizations at UTEP
4.1.3. Service in an administrative appointment at UTEP

4.2. Evidence of Service to Community, Regional, National, or International Organizations

4.2.1. Service on professional and community boards
4.2.2. Leadership in professional and technical societies
4.2.3. Service to the profession, including editorships, editorial boards, participation on panel reviews, regular and ad-hoc reviewer for journals
4.2.4. Consulting work or clinical practice
4.2.5. Program review for state/national accreditation bodies

4.2.6. Conference organization and/or hosting

4.2.7. Other service activities involving community partners, service learning, or collaborative projects

4.2.8. Presentations to community and professional audiences and organizations

4.2.9. Other outreach activities

EXTERNAL REVIEWER PACKET

A separate file needs to be created by the Candidate that includes information for the External Reviewer. The external review packet will contain:

1. Executive summary of career trajectory including research philosophy and goals (2-3 pages)
2. Self-evaluation of major accomplishments and milestones focused on contributions in teaching, scholarship, service, and administration (if applicable). This should include an explanation of priorities and relationships of current work to past experiences and future plans (3-5 pages)
3. Copies of refereed and peer-reviewed publications that provide a sample of the candidate's best work (limit to 10 publications)
4. Curriculum vitae (should be condensed to no more than 25-30 pages)

APPENDIX B

CYCLE* OF TENURE & PROMOTION REVIEW

Item No.	When	What	Who
1	**January 15 (5th year)**	Letter from SOP Dean's Office advising faculty member and Chair about upcoming T&P Evaluation	Dean's Office
2	**April 1 (5th year)**	Notification by Candidate to Chair and SOP Dean's Office of Intent to Apply for Tenure and/or Promotion	Faculty
3	**May 1 (5th year)**	List of 5-10 suggested external reviewers submitted to Dean's Office	Faculty
4	**May 31 (5th year)**	Faculty Electronic Dossier and External Reviewer Packet are submitted to Dean's Office	Faculty
5	**June 1 (5th year)**	External Reviewer request letters are sent	Chair
6	**September 1 (6th year)**	External Review Letters due	External Reviewers
7	**September 1 (6th year)**	Schedule School Committee meetings for T&P review process	Chair of School Committee, Dean's Office
8	**October 15 (6th year)**	School Committee recommendation due to Chair	School Committee
9	**November 1 (6th year)**	Chair recommendation due to Dean's Office	Chair
10	**December 1 (6th year)**	Dean recommendation due to Provost's Office	Dean
11	**February 10 (6th year)**	Deadline to provide Dossier updates to the Dean's Office (cc Chair)	Faculty
12	**February 15 (6th year)**	Updates to Dossier submitted to the Provost's Office	Dean's Office
13	**April 1 (6th year)**	Provost recommendation due to President's Office	Provost
14	**Date to be determined by the President's Office**	For Tenure: President's decision letter due to Board of Regents\n\nFor Promotion: President's decision due to the Dean's Office/Candidate	President's Office
15	**August 1 (6th year)**	Regent's decision due and Notification of Faculty Member (Tenure only)	President's Office

Note: Dates on this timeline are subject to change by the Provost's Office.

Appendix C

EXTERNAL REVIEWERS BIOGRAPHY TEMPLATE

Suggested Reviewer #1

Reviewer Name, Degree, Title, Department **Reviewer qualification(s)**	
Rank, Tenure Status & Institution	
Email Address	
Phone and Fax Number	
Mailing Address	