

**Promotion Guidelines
Department of Pharmacy Practice
The Daniel K. Inouye College of Pharmacy
University of Hawai'i at Hilo**

Criteria for Promotion for Tenure Track Faculty

Preamble: One important mission of the Daniel K. Inouye College of Pharmacy (DKICP) is to prepare future and/or current practitioners to meet the health care needs of the people of the State of Hawai'i and society, and deliver pharmaceutical care services. Thus, the Department of Pharmacy Practice faculty focuses their effort on outcomes that encourage the growth and advancement of the Profession of Pharmacy. Consequently, efforts in discovery, learning, and engagement must be considered in the context of the impact they have in this regard. That is, while faculty are to be adjudged, in part, on the basis of the creation of new knowledge and the dissemination of that knowledge, consideration must also be given to the impact the Candidate's effort plays upon the profession of pharmacy.

Consistent with the University's promotion criteria, candidates for promotion and tenure are to have demonstrated accomplishments in the areas of teaching, scholarship (i.e., creative endeavor and research) and/or extension, outreach, and/or other forms of service. The Department recognizes the various forms of scholarship including: discovery, the scholarship of integration, the scholarship of application, and the scholarship of teaching (see Appendix A.). The first two forms of scholarship reflect the investigative and synthesizing traditions of academic life. The third demonstrates how knowledge can be responsibly applied to consequential problems within the profession, and the fourth recognizes that in the role of scientist/scholar one must not only find new truth; he/she must be capable to teach it to all who desire to learn.

To be considered for promotion, a faculty member should have demonstrated excellence in at least one of the aforementioned areas. Typically, strength will be manifest in more than one of these areas. A successful candidate should have a significant record of accomplishment as a faculty member and show promise of continued professional growth and recognition.

Letters of review must be solicited and be divided between evaluators familiar with the Candidate and their work and from those with no personal connection to the Candidate. The Candidate may submit a list of suggested reviewers with the final selection being determined by the Department Chair and/or DKICP Administrators. The experts must evaluate the quality and impact of the Candidate's contribution to their academic and/or professional discipline against criteria set out here and any unique criteria in the DKICP Contract Renewal policy.

Candidates who wish to apply for early tenure and/or promotion to Associate or Full professor, must demonstrate an equal record of accomplishment as with scheduled submission and must request a waiver from the Chancellor's office prior to submitting the application.

Criteria for Promotion from Assistant to Associate Professor

Assessment of the promotion application to associate professor will employ the criteria stated as well as the material generated during Division Personnel Committee (DPC) contract renewal reviews of the Candidate. Academic tenure is acquired on promotion to this rank.

In addition to demonstrating excellence in teaching, candidates for promotion from the rank of Assistant Professor to Associate Professor are expected to have a solid record of performance in other important roles expected of faculty. Promise of future success is evidenced through numerous means within and/or outside of the profession.

A. Teaching

The requisites for teaching effectiveness include competence, integrity, independence, enthusiasm, a spirit of scholarly inquiry, a continuous thirst for new knowledge in one's content area, an ability to effectively work with learners to achieve their educational goals to arouse curiosity in students, and to inspire students to do creative work. Evaluation of teaching effectiveness can be manifested in assessment of classroom performance, development of curricular materials, educational development activities, and experiential student evaluation. Teaching effectiveness will be judged upon:

1. The Candidate's overall teaching abilities as reflected in student evaluations in a course (i.e., traditional on-campus and/or clinical setting) in which the Candidate was a major contributor or in-charge instructor. Evaluations are expected to be consistent with the norms for the Department.
2. The Candidate's teaching competence determined by invited peer evaluation and/or critique from other College faculty of higher rank in team-taught courses.
3. Indication of overall teaching effectiveness based on assessment of learning as determined by the use of approved assessment tools for the College.
4. The Candidate's contribution to professional education (e.g., pharmaceutical, medical, or nursing) as demonstrated by a sustained annual effort of *some combination* of the following, but not restricted to:
 - a) Developing, implementing, and evaluating new courses or clinical rotations, or revising an existing course.
 - b) Participate in securing educational development grants or conducting experimental educational programs.
 - c) Publishing in-depth (i.e., comprehensive) review articles relating to one's content expertise in professional journals accepted as important in the field.
 - d) Authoring or co-authoring chapters in a pharmacy or allied-health related (e.g., medicine or nursing) monograph or textbook.
 - e) Demonstrating instructional innovation, including the application of technological innovation, evaluating the innovation, and disseminating new knowledge from the innovation in appropriate academic journals.
 - f) Developing and participating in continuing education programs, inclusive of distance learning. Student and peer reviews of performance are required.
 - g) Receiving a recognized teaching award.
 - h) Invited presentations on teaching concepts/issues at a national level and/or within academia.
 - i) Authoring educational software.
 - j) Mentoring/training of advanced degree professionals. The Candidate demonstrates a record of advanced degree professionals mentored and trained through post-doctoral residency teaching and/or research training programs and/or mentoring graduate students.

B. Scholarly Activities

The purpose of this evaluation is to demonstrate that the Candidate is an independent researcher, capable of conducting high quality research. The following criteria, among others, are used for that assessment.

1. Publications. The Candidate shall be a primary or corresponding author of original research published in peer-reviewed journals accepted as important in their field or in relevant publications with equivalent importance. Primary authorship is defined as playing a major role in the initiation, development, and execution of the research. *Equivalent* venues demonstrating scholarly activity can be manifested in authorship of:
 - a) Peer-reviewed review articles
 - b) Book chapters
 - c) Books
 - d) Monographs
 - e) Technological learning materials, emanating from one's research.
 - f) Documented contributions to publications representing significant academic and/or professional content which go unattributed due to their nature (e.g., legislation, best practices and other standards). Such contributions will be reviewed as if it were intended for a peer reviewed journal.
 - g) Other venues relevant to the Candidates academic and/or professional activities.
2. Research funding. The Candidate has a demonstrated a sustained effort to secured competitive extramural funding (e.g., federal agencies, pharmaceutical industry, foundations, or private sources) to support his/her independent, research program.
 - a) When participating as a co-investigator, objective evidence of the extent and importance of their role in the project must be provided.
3. Peer recognition. Demonstrated recognition by peers that indicates significant contributions to the field is important. Examples of such evidence include:
 - a) Invited presentations at national scientific/professional meetings.
 - b) Conferral of recognition awards (e.g., AACP New Investigator Program, or career development).
 - c) Serving on National review committees, editorial boards, and/or election to prestigious National organizations that recognize excellence within the discipline.
4. Presentation and/or dissemination of original, peer-reviewed research through poster or podium presentations at scientific meetings/conferences.

C. Service

Service activities directed toward the advancement of the Profession of Pharmacy and contribution to the improvement of societal health is valued at the local, state, national, and international levels. Further, this service evidences innovation, influence, and outcomes. Examples of excellence in service can be manifested through the following, among others:

1. Examples of major, professional development programs which the Candidate has initiated, administered, conducted, supervised, and evaluated.
2. Evidence of teaching excellence in terms of how well pharmacists acquire and implement information gained and abilities developed in their practice environments. Included are innovations and contributions to improve teaching methods in the area of lifelong learning and continuing education.
3. Demonstrated leadership in principal conferences, workshops, certificate programs, and other organized educational activities that benefit pharmacists and the profession.

4. Examples of professional service dedicated to Local, State, or National organizations (e.g., committee participation and leadership) with demonstrated outcomes.
5. Description of professional service dedicated to patient care and affiliated institutions consistent with the mission of the College.
6. Contribution of a service innovation that imparts benefit to internal and external constituencies of the College.
7. Awards or other recognition based on engagement activities.

Criteria for Promotion from Associate to Full Professor

Assessment of the promotion application to full professor will employ the criteria stated as well as the material generated during yearly tenure reviews of the Candidate.

The Candidate must be internationally recognized as a leader or expert in their area of endeavor. Typically, such recognition will require participation in or leadership of DKICP projects funded by extramural sources, and evidenced by activities such as involvement in National and International meetings, as well as invitations to participate in peer review activities.

A. Teaching - A record of accomplishment as described for promotion to Associate Professor is required and additional activities of interest must include:

1. The Candidate's contribution to professional education (e.g., pharmaceutical, medical, or nursing) as demonstrated by:
 - a) Developing new or expanding existing curricular areas or clinical rotations.
 - b) Independently securing educational development grants or leading such successful efforts.
 - c) Having a sustained annual record of publishing in-depth review articles relating to one's content expertise in professional journals accepted as important in the field.
 - d) Mentoring junior faculty in designing and implementing or participating in classes and in generating material for their tenure dossier.

B. Scholarly Activities - A record of accomplishment as described for promotion to Associate Professor is required and additional activities of interest must include:

1. Publications. The Candidate must demonstrate a sustained annual record of publication as a primary author of original research published in peer-reviewed journals accepted as important in their field or in relevant publications as described in the associate promotion criteria (note: publications in the scholarship of teaching may be accepted here and *vice versa*).
2. Research funding. The Candidate has secured competitive extramural funding (e.g., Federal agencies, pharmaceutical industry, foundations, or private sources) to support his/her independent, research program. (Note: funding in the scholarship of teaching may be accepted here and *vice versa*).
 - a) When participating as a co-investigator, objective evidence of the extent and importance of their role in the project must be provided.
3. Peer recognition.
 - a) Invited presentations at international scientific/professional meetings.

C. Service - A record of accomplishment as described for promotion to Associate Professor is required and additional activities of interest must include: demonstrated service to the Pacific Basin community.

Solicitation of External Review Letters

The intent of external reviews is to assess the national reputation of the applicant and to provide an external quality control to the evaluation process. External reviewers should generally reside at peer institutions with a mission similar to that of the Daniel K. Inouye College of Pharmacy and the University of Hawai'i at Hilo.

By August 1, the candidate should provide a list of six (6) potential external reviewers to the Department Chair. The candidate may also provide a list of up to four (4) individuals who should be excluded as potential external reviewers. The Department Chair will develop a final list of reviewers by selecting up to 5 names from the candidate's list and adding up to an additional two (2) names, from which letters of evaluation of the candidate will be solicited. The Department Chair should solicit agreement to conduct the evaluation prior to sending reviewers the candidate's packet, which includes a CV, electronic dossier and the tenure & promotion guidelines pertinent to the position. Letters to external reviewers should be sent no later than September 7 with a requested due date of approximately October 1. All letters submitted by external reviewers will be marked "confidential" when received by the Dean's office.

When the dossier is distributed to the DPC, the Department Chair shall include a listing of all individuals from whom letters were solicited and all letters received in their entirety. If an external reviewer does not reside in a peer institution, the rationale for their selection as an external reviewer should be described. Completed dossiers, including the external review letters, should be distributed to members of the DPC by the time indicated in the timetable annually distributed by the Chancellor's office.

All documents marked "confidential" will be removed from the dossier prior to the return of the dossier to the applicant.

Procedures:

All procedures described in University Documents on Promotion and Tenure will be followed. All dossiers and applications shall be submitted in electronic format.

Appendix A: Various forms of scholarship defined¹

Scholarship of Discovery - The creation of new knowledge, rooted in the conviction that disciplined investigative efforts within the academy are strengthened.

Scholarship of Integration - Giving meaning to isolated facts and putting them into perspective. This form of scholarship also means interpretation, fitting one's research, and/or the research of others, into larger intellectual patterns.

Scholarship of Application - This form of scholarship begs the question, "how can knowledge be responsibly applied to consequential problems? How can this knowledge be useful to individuals as well as institutions? To be considered scholarship, service activities must be tied directly to one's special field of knowledge and relate to, and flow directly out of, this professional activity.

Scholarship of Teaching - Pedagogical creativity, innovation, and research that culminates in student learning.

Scholarship of Optimization and Improvement of Pharmacy Practice – this is also recognized as a viable area by the DKICP. It is a unique domain of Colleges of Pharmacy and is largely comprised of the development and application of performance enhancement models and methodologies resulting in practice optimization and improvement. It includes the development and applicability of assessment tools to evaluate and improve outcomes. This has its analogy in the engineering domain of *System and Process Optimization* and fault analysis.

¹Boyer EL. *Scholarship Reconsidered. Priorities of the Professoriate*. The Carnegie Foundation for the Advancement of Teaching, Princeton NJ, 1990.