



# California Health Sciences University

## COP FACULTY PROMOTION POLICY

### **I. PURPOSE**

This promotion policy is intended to provide clarity and specificity regarding the types of activities that faculty can use to build a record of achievement worthy of promotion. Promotion represents an acknowledgment of demonstrated faculty excellence in teaching, scholarship, and service, as well as a consistent commitment to the mission, vision, goals and values of the college. The procedures of this policy are designed to assist faculty in meeting promotion requirements and complying with application deadlines in order to enhance the likelihood of a successful outcome. The policy also provides guidance to reviewers to ensure a fair and objective process. Faculty promotion shall be either from Assistant Professor to Associate Professor or from Associate Professor to Professor.

### **II. ELIGIBILITY**

Faculty in the College Pharmacy are typically eligible to be promoted after having completed 5 years of service at CHSU at the current rank. A faculty member may initiate the promotion process at the start of the 5<sup>th</sup> year, after having completed 4 years of service. Credit for time served in rank at other institutions or for part-time service can be negotiated in advance of the promotion process with the Dean. Any such agreements shall be documented in writing and a copy provided by the applicant to the Department Chair or immediate supervisor.

### **III. PROCESS AND TIMEFRAME**

#### **A. Letter of Intent (No Later Than September 1)**

Faculty initiate the process of promotion by first submitting a letter of intent to the appropriate Department Chair or immediate supervisor and the Dean, outlining the justification for having met the promotion criteria and requesting a promotion review. If the Dean and Department Chair or immediate supervisor both approve the request for promotion, the Dean shall establish a Promotion Committee. If the request for promotion is denied, the Department Chair or immediate supervisor and Dean meet with the faculty member to discuss their concerns about the faculty member's qualifications for promotion and plan a course of action to place the faculty member on a path to promotion.



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### **B. Submission of Dossier (No Later Than October 1)**

The applicant shall prepare a dossier with content and format as described in this policy. The purpose of the dossier is to showcase the faculty member's achievements so as to justify promotion by illustrating that all required promotion criteria have been met and some achievements may exceed the basic criteria. These guidelines are intended to help faculty effectively use the dossier as a tool to document and showcase their achievements in a clear, well-organized format. Applicants should be aware that when reviewers evaluate a dossier, the primary focus is on the content, but factors such as organization, labeling, and design can affect a reviewer's interpretation of the contents in relation to the criteria. It behooves the applicant to prepare a dossier that is "user-friendly" for those who must evaluate it. A dossier may be in either digital form or paper. If printed, it should be provided in a 3-ring binder that is no more than 4 inches in width. If submitted as a binder, the contents must be secure so as not to fall out. Applicants are encouraged to use page protectors and labeled dividers. If paper copies are made, it is the responsibility of the applicant to ensure sufficient copies are available for mailing to external reviewers.

Contents of the dossier should be arranged as follows:

1. Cover page with name, department, current rank and date submitted
2. Letter of intent from the applicant
3. Letter recommending promotion from the Department Chair or immediate supervisor
4. Table of Contents
5. Current curriculum vitae using the established CHSU format
6. Reports of the annual faculty performance evaluations conducted by the Department Chair or immediate supervisor (if available) for the past 3 years
7. The percentage of workload distributed between the promotion categories, Teaching, Research & Scholarship, and Service & Leadership
8. The dossier shall then be divided into 3 sections according to the 3 promotion categories: Teaching, Research & Scholarship, Service and Leadership.
9. Each section should begin with two bulleted lists of accomplishments within the category, with the first list including achievements that meet the expectations for promotion and the second list including achievements that exceed the expectations.
10. Following the 2 bulleted lists for each category, additional supporting documentation should be included, as follows:



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- Teaching
  - A statement of teaching philosophy
  - A list of all courses taught (with percentage involvement) over the past 3 years
  - Instructor (and rotation) evaluations from students for the past 3 years
  - Focus group results for the past 3 years, if available
  - Peer evaluations for the past 3 years, if available
  - A list of developmental or training activities designed to enhance teaching skills
  - Other representative items, such as course syllabi, handouts, application exercise materials, assessment tools, teaching awards, etc. These items should be representative, not exhaustive
  
- Research and Scholarship
  - A statement of research philosophy or scholarly interests
  - A full copy of at least one accepted primary/corresponding author article and the title page of other published articles (include impact factor and number of citations, if known)
  - A copy of any posters or abstracts presented, along with date, location and title of the conference
  - The title page from any books or book chapters published
  - A description of any grants, awards or research projects with a status update, including applicant's role in project (principal or co-investigator, or other)
  - A description of any consultative services provided
  - Flyers to illustrate presentations at local, state or national/international meetings, if applicable
  - Other representative items that reflect scholarship or research activities. These items should be representative, not exhaustive
  
- Service and Leadership
  - A list of committee memberships at the college or University level
  - A list of committees chaired at the college or University level
  - A list of professional memberships, as well as any offices held, committees or task forces served on, or delegate responsibilities
  - A list of Board Certifications
  - A list of student advisees and a description of any student mentoring activities



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- A list of any advisor responsibilities for student organizations
- A description of participation in student activities and functions
- A description of implementation of a novel pharmacy practice model
- A description of community service activities provided on behalf of CHSU
- Other representative items that reflect service or leadership activities. These items should be representative, not exhaustive

### **C. Formation of a Promotion Committee (No Later Than October 15)**

A promotion committee shall be appointed by the Dean, consisting of four (4) faculty members plus a chair. All members of the committee shall be at a rank equal to or above the rank requested for promotion, if possible. Department Chair or immediate supervisor shall not be eligible to serve on the Promotion Committee. The members of the Promotion Committee, other than the Chair, should consist of equal numbers of members from the PBS and CAS departments if possible, but shall always contain at least one member from the applicant's department. If an insufficient number of at-rank faculty can be found, the Promotion Committee shall obtain members external to CHSU in the same or substantially similar discipline as the promotion applicant. Once the Dean has selected the four members of the Promotion Committee, the applicant shall be notified of the selections and provided an opportunity to remove one member from the list. If a person is removed, a replacement shall be determined from inside or outside of the University by mutual agreement of the Dean and the applicant. The dean shall then develop a list of three potential faculty for the Chair position of the Promotion Committee. The Promotion Committee Chair must have a minimum of 2 years of full time employment at CHSU and be of at least equal rank to the position for which the applicant is applying. The applicant may disqualify one faculty member from the list for the Chair position. Once this option has been exercised by the applicant, the dean shall finalize the chair appointment and no further adjustments to the Promotion Committee may be made.

### **D. Review of the Dossier by the Department Chair or Immediate Supervisor (No Later Than Nov. 1)**

The first step in evaluating the applicant's dossier shall be conducted by the Department Chair or immediate supervisor. The dossier should be submitted to the Department Chair or immediate supervisor no later than October 1. The Department Chair or immediate supervisor shall review the dossier, determine whether to recommend the applicant for promotion based on the dossier, and prepare a written letter expressing support or rejection of the applicant's request for promotion. The Department Chair or immediate supervisor shall add the letter to the dossier and deliver it to the Promotion Committee Chair no later than November 1.



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### **E. Selection of External Reviewers (No Later Than November 1)**

The Promotion Committee Chair shall solicit the names of 3 external reviewers from the applicant and also 3 names from the Department Chair or immediate supervisor. External reviewers must be recognized as experts in a discipline similar to that of the applicant and hold academic rank at or above that to which the applicant is applying. From the list of 6 names, the Promotion Committee Chair shall select 3 external reviewers and arrange with them to provide written feedback to the Committee based on their evaluation of the applicant's dossier in relation to the CHSU promotion criteria. Evaluations from external reviewers shall be included in the dossier and used as supplemental advisory feedback to the members of the Promotion Committee. Evaluations from the reviewers must be received by the Chair and added to the dossier no later than December 15.

### **F. Promotion Recommendations and Final Decision**

After a thorough review of all promotion materials and comparison of the documentation to the CHSU promotion criteria, each member of the Promotion Committee, including the Committee Chair, shall vote for or against recommending promotion. The chair of the Promotion Committee shall forward the vote tally and written recommendations, along with a rationale for the decision, to the Dean, along with the applicant's dossier, including written reports from the external reviewers, no later than January 15. Any member of the Promotion Committee who disagrees with the decision has the right to submit a separate written evaluation to the Dean. In the case of a negative recommendation, the committee shall clearly specify the identified deficiencies that prompted its decision.

The Dean shall submit a final evaluation and recommendation to the Provost, along with the recommendations of the Promotion Committee, the dossier, and all related documentation, no later than February 15. The Provost, after reviewing the materials, shall make the final decision of whether or not to grant promotion, and notify the Board of Trustees, the Dean, the applicant, and the Promotion Committee Chair no later than March 15.

### **G. Appeal of the Decision**

If an applicant is denied promotion, the applicant may appeal the decision to the Provost by submitting a written explanation detailing the justification of the appeal. An appeal must be submitted within 10 business days of the applicant being notified of the decision. The Provost shall render a decision about the appeal and notify the applicant of the outcome within 10 business days. The decision of the Provost is final.



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### H. Time Schedule of the Promotion Process

Person Responsible	Action	Due Date
Applicant	Applicant submits a letter of intent to apply for promotion to Department Chair or immediate supervisor and Dean	September 1
Dean and Department Chair or Immediate Supervisor	Department Chair or immediate supervisor and Dean consider the merits of the request to apply for promotion and decide whether to allow the promotion process to proceed. The Dean notifies the applicant of the decision.	September 15
Applicant	If the applicant receives approval from the Dean to apply for promotion, the applicant submits all promotion materials (dossier) to the Department Chair or immediate supervisor	October 1
Dean	Dean nominates a Chair and members to the Promotion Committee. After giving the applicant a chance to disqualify nominees per policy, the Dean finalizes membership	October 15
Department Chair or Immediate Supervisor	After reviewing dossier, the Department Chair or immediate supervisor adds a letter to the dossier either recommending or not recommending promotion and submits the dossier to the Promotion Committee Chair	November 1
Promotion Committee Chair	Promotion Committee Chair arranges for external review of the applicant's dossier by a suitable number of external reviewers	November 1
Promotion Committee Chair	The Promotion Committee Chair receives letters from external reviewers and includes them in the dossier.	December 15
Promotion Committee Chair	The Promotion Committee Chair provides written report of the committee's findings and submits it, along with the applicant's dossier, to the Dean	January 15
Dean	Dean provides a written recommendation and submits applicant's dossier with the promotion committee's recommendations to the Provost	February 15
Provost	Provost approves or denies promotion and notifies the applicant, Dean, Department Chair or immediate supervisor, and Board of Trustees. If approved, the promotion takes effect on July 1	March 15



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## **I. Optional Midpoint Review**

An internal interim promotion review process is available to full-time faculty. If requested by a faculty member, the Faculty Council (FC) shall establish a group of faculty to review the individual's achievements and performance in relation to the college's promotion criteria. Two members of the group must hold a rank equal to or higher than the rank for which the faculty is applying. Non-FC faculty may be enlisted for the midpoint review process to satisfy this requirement. All materials for the midpoint formal review must be submitted by the applicant to the FC Chair no later than August 1. The FC shall submit a written evaluation to the Department Chair or immediate supervisor and the faculty member summarizing the assessment and recommendations for improvement, no later than December 1. Specific areas of strengths and weaknesses shall be identified, as well as areas in need of enhanced focus. It is the responsibility of each faculty member to compile documentation and request that a review be conducted, if a midpoint review is desired.

## **J. Consideration for Faculty with Administrative Appointment**

Faculty members who hold a combined administrative and faculty appointment in the college may request consideration for specific administrative responsibilities to be substituted as evidence of compliance for promotion criteria. Justification for the substitution must be clearly explained, both quantitatively and qualitatively, in the letter of intent submitted by the applicant to the Department Chair or immediate supervisor. Such consideration, if approved by the Department Chair or immediate supervisor and Dean, shall be specifically addressed in their respective letters of approval.

## **IV. PROMOTION CRITERIA BY CATEGORY**

The following criteria are divided into 3 categories, 1) teaching, 2) scholarship and research, and 3) service and leadership (which includes clinical practice, if applicable). The criteria are organized into 2 sections, 1) achievements that should be documented to meet the expectations for promotion, and 2) achievements that exceed the expectations for promotion and may be used as additional evidence to further justify promotion. Satisfactory evidence of "expected criteria" should be provided for the applicant to be granted promotion. Evidence of "exceeds criteria" may

be provided to strengthen the applicant's case for promotion, although an applicant who provides satisfactory evidence for all required criteria should be deemed worthy of promotion. Achievements used as evidence to justify promotion from Assistant Professor to Associate Professor cannot also be applied to promotion from Associate Professor to Professor. Only achievements that have occurred since the previous promotion may be included in the dossier, though long-term projects than span both time periods may be considered.





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In the event that the Promotion Committee finds some evidence of a required criterion to be equivocal, related achievements that exceed expectations may be taken into account overcome the equivocality. Applicants who have not met one or more of the expected criteria may include a detailed written explanation justifying their qualifications for promotion in lieu of the expected criteria. Such substitution shall be considered by those involved in the review process, as described in this policy, on a case-by-case basis.

### **CATEGORY 1 – TEACHING**

**The following achievements meet the basic expectations for promotion and should be used as evidence to justify promotion:**

- Didactic teaching load consistently meets standards for the position
- Experiential teaching load (if applicable) consistently meets standards for the position
- For faculty preceptors: rotation evaluations reflect student satisfaction
- Receive at least “meets requirements” for teaching (based on student evaluations), as determined by the Department Chair or immediate supervisor for the past 3 years
- Receive at least “meets requirements” for teaching (based on peer assessment), as determined by the Department Chair or immediate supervisor for the past 3 years

**The following achievements exceed the basic expectations and may be used as additional evidence to justify promotion:**

- Recipient of teaching honor or award
- Didactic teaching load consistently exceeds standard for the position
- Experiential teaching load (if applicable) consistently exceeds standards for the position
- Written comments on course evaluations reflect significant student satisfaction
- Student focus group responses are distinctly positive
- For faculty preceptors: rotation evaluations reflect significant student satisfaction
- Develop and deliver a new course
- Distinct evidence of innovative teaching methods
- Peer faculty evaluations are highly rated
- Satisfactory completion of ACCP/AACP teaching certification program or other comprehensive teacher training program
- Serve as instructor for independent study courses or other elective courses
- Serve as course director
- Regular participation at in-house faculty development sessions on teaching
- Regular participation at off-site faculty development sessions on teaching





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- Hold current certification (MTM, Immunizations, etc.) consistent with practice or teaching needs

### **CATEGORY 2 – SCHOLARSHIP AND RESEARCH**

**The following achievements meet the basic expectations for promotion and should be used as evidence to justify promotion:**

- Refereed Publications
  - Primary author (first, corresponding, or senior author) of at least one article published in a peer-reviewed journal
  - Primary or co-author of at least two other articles published in a peer-reviewed journal
- Poster presentation or Grant Submission
  - First or second author of at least two posters or abstracts presented at a state, national or international professional meeting
  - OR
  - Submission of at least one external grant application
- Speaker Presentation
  - Platform speaker on a professional subject at one local, state or national meeting
- Receive at least “meets requirements” for research and scholarship, as determined by the Department Chair or immediate supervisor for the past 3 years

**The following achievements exceed the basic expectations and may be used as additional evidence to justify promotion:**

- Include students in research or scholarly projects
- Include students in publications and/or scholarly presentations
- Authorship of additional articles published in a refereed journal beyond the minimum requirement of 3, including accepted article that are in press.
- Authorship of posters or abstracts at state, national or international professional meetings, exceeding the minimum requirement of 2
- Platform speaker presentations at a state or national professional meeting, exceeding the minimum requirement of 1
- Round table discussion leader at a national professional meeting
- Recipient of research grant as an investigator, co-investigator, or consultant
- Authorship and submission of a research grant, not approved
- Authorship of a professional or continuing education article in a non-refereed publication
- Authorship of a book or a chapter of a book



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- Serve as editor of a professional textbook, journal or newsletter
- Conduct ongoing basic, applied or clinical research
- Conduct collaborative scientific research with outside entities
- Develop and implement new treatment or practice protocols

### **CATEGORY 3 – SERVICE AND LEADERSHIP**

**The following achievements meet the basic expectations for promotion and are should be used as evidence to justify promotion:**

- Clinical Practice Faculty
  - Maintain an active practice site
  - Provide direct patient care at least (or the equivalent of) two days per week
  - Provide patient care services that satisfy the expectation of both the college and the practice site, based on the affiliation agreement
- Serve on assigned college or University committees
- Participate in student assessment activities outside of curricular coursework
- Participate in recruitment, interview and assessment of faculty candidates
- Participate in admission interviews of student applicants
- Maintain active membership in at least one state or national professional organization
- Serve as an advisor to assigned students
- Actively mentor students in academic, professional and/or research activities
- Regularly attend student functions and activities
- Regularly participate in or support at least one student organization
- Receive at least “meets requirements” for each of the criteria assessed under organizational duties, as determined by the Department Chair or immediate supervisor for the past 3 years
- Receive at least “meets requirements” for leadership and administration (if applicable), as determined by the Department Chair or immediate supervisor for the past 3 years
- Receive at least “meets requirements” for practice (if applicable), as determined by the Department Chair or immediate supervisor for the past 3 years
- Establish meaningful goals annually and make reasonable progress toward achieving goals, as determined by the Department Chair or immediate supervisor for the past 3 years

**The following achievements exceed the basic expectations and may be used as additional evidence to justify promotion:**

- Develop innovative practice models that are reproducible and sustainable
- Hold current advanced certification or credentials (such as BCPS, CDE, etc.) consistent with practice or teaching needs



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- Hold office with a local, state, or national professional organization
- Serve on a committee of a local, state or national professional organization
- Receive honors or awards consistent with the CHSU mission
- Serve as chair of a college or University committee
- Serve as a reviewer or editorial advisor for a refereed journal
- Serve as an elected delegate for a state or national professional organization
- Provide presentations to area civic organizations
- Serve as a judge or consultant for state or national student competitions
- Actively participate in community engagement or service activities
- Actively serve as a faculty mentor
- Serve as advisor to a student organization
- Serve as a class advisor
- Deliver faculty/preceptor development or certification programs

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- o Policy Owner: COP Dean
  - o Effective Date: 7/01/2017
  - o Revised Date: 7/26/2017
  - o Approval by President Date: 12/07/2017
  - o Approval by Provost Date: 12/07/2017
  - o Approved by College Administrative Committee: 7/11/2017
  - o Approval by Faculty Date: 7/26/2017