



FACULTY POLICIES AND PROCEDURES

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PREAMBLE

The School of Pharmacy at the University of Kansas is the only School of Pharmacy in the State. The mission of the School of Pharmacy is diverse. One of its goals is to meet the needs of the State of Kansas for pharmacists for all types of practice settings. In addition, the School of Pharmacy is committed to maintaining leadership in pharmacy education and research.

The following Policies and Procedures of the School of Pharmacy establish the elements of governance for the School by its faculty. The Faculty Policies and Procedure thus provide a framework in which the roles of the faculty, students and the School of Pharmacy Administration are defined in initiating recommendations and formulating decisions.

The faculty of the School of Pharmacy include different faculty member categories. These include professors, associate professors, assistant professors, non-tenure track faculty (clinical, teaching, or research emphasis), adjunct faculty (not within the University), courtesy faculty (within the University) and practitioner adjunct faculty. These faculty are all essential in achieving the mission of the School. These Policies and Procedures identify the levels of participation for School-wide faculty activities for these respective members of the faculty. Faculty participation at the department level is determined by departmental guidelines.

**UNIVERSITY OF KANSAS
SCHOOL OF PHARMACY**

FACULTY POLICIES AND PROCEDURES

SECTION I: MEMBERSHIP IN THE SCHOOL OF PHARMACY

1. The voting membership of the faculty in the School of Pharmacy shall consist of full time members of the faculty. Persons with joint faculty appointments in two departments shall only have pharmacy faculty voting rights if at least 50% of their academic salary is budgeted through a School of Pharmacy department. Following appointment by the department, the Faculty Executive Committee will certify the person's faculty voting rights.
2. Faculty members not meeting the above qualifications may be given a vote only after they have been approved for voting by two-thirds of the Faculty Executive Committee of the School with voting taking place by secret ballot.
3. The department will propose voting privileges for its faculty members who do not meet the standard qualifications for voting rights. The department chairperson will provide the Faculty Executive Committee with credentials of the faculty member, the department review process, the department criteria, and recommendations for voting rights. Consideration for voting rights is determined on the basis of the scope and depth of responsibilities and contributions to the overall mission of the School.

SECTION II: MEETINGS OF THE SCHOOL FACULTY

1. Regular faculty meetings shall be held at least twice a semester during the academic year. An emergency meeting of the faculty may be called by the Dean on a 24 hours notice.
2. A quorum shall consist of one-half of the voting members, including the Dean, or his/her designated representative; a quorum shall be present before any official business may be transacted.
3. Each faculty member shall receive an agenda at least 5 days prior to the regular faculty meeting. Items shall be placed on the agenda by the Dean or can be placed on the agenda upon written request by two faculty members.
4. Student Representatives at faculty meetings:

Professional students in the School of Pharmacy may be represented at faculty meetings in accordance with the provisions of the University Senate Code Article XIX and their representatives are entitled to vote. Students will be invited to be present for all meetings, except those faculty meetings which discuss matters such as confidential applications of policy to individual students and faculty, and faculty selection, promotion and tenure, or any personnel matters.

5. Conduct of Business

- A. School of Pharmacy faculty meetings shall be conducted according to Robert's Rules of Order.
- B. When a two-thirds vote is required, a roll call vote must be taken. Should a two-thirds vote of the faculty or a negative vote which is greater than one-third be obtained, the roll call vote will be sufficient. If the roll call vote is insufficient for any action, the Faculty Secretary will send an e-mail ballot to each voting member. The ballot will be returned and counted within fourteen (14) days of the roll call vote. The vote will be tabulated and reported by the Faculty Secretary to the Dean at the end of the fourteen day voting period or sooner if an affirmative two-thirds vote or a negative vote greater than one-third is received.
- C. Should a faculty member abstain from voting, the vote will be recorded as one-half (1/2) vote against and one-half (1/2) for the matter being considered.

SECTION III: RESPONSIBILITIES OF THE FACULTY

Within the limits established by the University of Kansas *Faculty Senate Rules and Regulations* and subject to the provisions of law and the rules of the Board of Regents, the School of Pharmacy faculty has the power to:

1. Determine its organization and establish rules for conduct of its business,
2. Establish general criteria for recommending promotion and granting of tenure to faculty personnel,
3. Establish committees of its choosing and assign functions and responsibilities to such committees,
4. Approve or disapprove new programs and professional courses proposed to be offered for credit in the School,
5. Establish requirements for graduation from the School of Pharmacy and for advancement from one professional year to the next,

6. Determine standards for scholastic, ethical, and professional conduct to be met by students in the School of Pharmacy and establish procedures for admission, probation, suspension, reinstatement and other measures related to the maintenance of proper academic standards within the School of Pharmacy, and
7. Consider such other matters as the Senate Code assigns or delegates to the several schools or the Dean places before the faculty.

SECTION IV: OFFICERS OF THE FACULTY

Faculty Secretary: The secretary of the faculty shall be elected by the faculty. In the absence of the secretary, a designated alternate faculty member will act as secretary. The secretary of the Faculty shall be responsible for recording of the minutes for each faculty meeting.

Faculty Librarian: The Faculty Librarian shall maintain liaison between the faculty and the University libraries. The faculty librarian shall be elected by the Faculty.

Faculty Parliamentarian: A parliamentarian shall be elected by the Faculty. The Parliamentarian shall be responsible for adjudicating points of order and other matters at faculty meetings requiring interpretation of Robert's Rules of Order.

All officers of the faculty shall be voting members of the School of Pharmacy.

SECTION V: ADMINISTRATIVE COMMITTEES

There shall be two administrative committees within the School of Pharmacy.
These are:

1. The Dean's Administrative Committee
2. The Faculty Executive Committee

1. DEAN'S ADMINISTRATIVE COMMITTEE

The Dean's Administrative Committee shall be composed of the Chairperson of each department and the Dean. This Committee shall meet during the academic year at least monthly. In the absence of a department Chairperson, one of the department's representatives to the Faculty Executive Committee shall represent his or her department on the Dean's Administrative Committee. The Dean shall chair this Committee. The Associate Deans shall serve as *ex-officio* and be non-voting.

The functions of the Dean's Administrative Committee shall include (but are not limited to):

1. Budget matters
2. Space and resource allocation
3. Planning (short and long range)
4. Information sharing
5. Administrative activities

2. FACULTY EXECUTIVE COMMITTEE

The Faculty Executive Committee of the School shall be comprised of the chair of each department and two elected faculty members from each of the departments. The Dean and Associate Deans shall be *ex-officio* members of this Committee and be non-voting. The Chairperson of the Faculty Executive Committee shall be one of the department's representatives elected each year for a one-year term and shall not serve consecutive terms. The secretary to this Committee shall also be elected. The Committee shall meet at the call of its chairperson, and a quorum for the transaction of business shall consist of three-fourths of the membership of the Committee who are eligible to vote on the items of business under consideration. The Faculty Executive Committee shall meet at least twice during the academic year (special meetings may be called as necessary). At the start of each semester, the Faculty Executive Committee will set School deadlines for submission of Sabbatical, Promotion and Tenure and 3rd year review dossiers as well as faculty responses as appropriate. The Faculty Executive Committee or subcommittees thereof shall also perform the following functions:

A. Act for the faculty in matters of promotion and tenure

The two elected faculty members from each Department, exclusive of the department Chairs and the Deans, shall constitute the School of Pharmacy Committee on Promotion and Tenure. The School of Pharmacy Committee on Promotion and Tenure will evaluate the merit of the candidates' (i.e., all School-appointed individuals in tenure, clinical, research, courtesy, adjunct, or scientist track positions) overall dossier of performance and accomplishments in the areas of research, teaching and service as set forth in the expectations of the individual Departments and the University standards as expressed in Article VI of the *Faculty Senate Rules and Regulations*. The School of Pharmacy's statement and official policy on Promotion and Tenure is found in Section XII of this document.

B. Act for the faculty in carrying out the review and approval of applications for sabbatical leave.

The School of Pharmacy Committee on Promotion and Tenure as defined in Section V.2.A. shall act for the faculty in carrying out the review and

approval of applications for sabbatical leave. Responsibilities of the School are found in Section XIII of this document.

- C. Department Chairs and the School of Pharmacy Committee on Promotion and Tenure shall act for the faculty in carrying out the third year review of untenured faculty. Responsibilities of the School are found in Section XIV of this document.
- D. Approve any emergency curriculum changes.
- E. Comment to the faculty upon proposed rule changes and procedures prior to consideration by the faculty.
- F. Comment to the faculty on the proposed formation of new departments or elimination of existing departments.
- G. Resolve interdepartmental disputes referred by the Dean's Administrative Committee.
- H. The secretary shall provide minutes of each meeting to the voting members of the committee within ten (10) days of each meeting.
- I. Review and approve the recommendations of the School of Pharmacy General Research Fund (GRF) Committee. A subcommittee to review applications for GRF funding is to be appointed annually. Each department will elect a member to that Committee. Formation of that Committee will occur after the deadline date for receipt of applications. Faculty members submitting GRF applications may not serve on the GRF Review Committee.
- J. Set the date and develop the agenda for the Executive Advisory Committee meeting.
- K. Assist in the interpretation and following of the School of Pharmacy Faculty Policies and Procedures.

SECTION VI. GRADUATE STUDIES COMMITTEE

This Committee shall receive and approve policy for school-wide aspects of the graduate studies programs offered by the departments within the School of Pharmacy. Such administration and responsibility must be in accord with the provisions of the Constitution and By-laws of the Graduate School of the University of Kansas. The Associate Dean of Research and Graduate Affairs shall carry out these policies.

Membership of the Graduate Studies Committee: There shall be one member from each department and one graduate student elected from the graduate students at

large. The Associate Dean of Research and Graduate Affairs shall serve in an *ex-officio* capacity.

Chairperson of the Graduate Studies Committee: The chairperson of the committee shall be elected by members of the Graduate Studies Committee on an annual basis.

Secretary of the Graduate Studies Committee: The Secretary shall be elected by members of the Committee normally for a one year term. The secretary shall be responsible for recording the minutes of committee meetings and forwarding the copies of such minutes to each member of the Pharmacy Faculty.

Meetings Schedules: The Graduate Studies Committee shall meet at the beginning of each academic year to elect a secretary and chairperson. Other meetings will be called as necessary. Such meetings shall be called by the chair upon the request of any member of the Committee for the purpose of considering any item of graduate studies business.

SECTION VII: STANDING COMMITTEES FOR PROFESSIONAL STUDIES

1. Admissions Committee: The primary function of this Committee is to act for the faculty in all matters pertaining to admission of professional students. The Associate Dean of Administration of the School of Pharmacy shall be a member of this committee.
2. Catalog and Scheduling Committee: This Committee will prepare catalog copy and the schedule of classes as required. The Associate Dean for Academic Affairs serves as the scheduling officer of the School of Pharmacy and shall be a member of this committee.
3. Curriculum Planning Committee: The Committee will consider all requests for changes in the School of Pharmacy curriculum and will transmit its recommendations in writing for consideration by the faculty. In addition, the Committee shall formulate long-term goals for the professional curricula and their implementation. The Associate Dean for Academic Affairs shall be a non-voting member of this committee.
4. Financial Aid/Awards Committee: This Committee will act for the faculty in selecting the recipients of available aid and awards. The Associate Dean for Academic Affairs and the Associate Dean of Administration shall be non-voting members of this committee.
5. Academic Standing Committee: This committee shall consist only of faculty members of the Academic Misconduct Committee and address issues

pertaining to academic standing in the professional curriculum. The Associate Dean of Administration and Associate Dean of Clinical and Medical Center Affairs shall be members of this committee

6. Academic Misconduct Committee: This committee shall receive, investigate and adjudicate alleged instances of academic misconduct.
7. Assessments and Outcomes Committee: This committee is charged with assuring that the requirements of the ACPE pertaining to outcomes assessment are met. This committee will develop and deploy tools and methods for assessing outcomes of the professional program that address topics including, but not limited to, curriculum, student progression and individual course evaluations. This committee shall evaluate the results of such assessments and make the results available to the Dean Committee membership shall include the Associate Dean for Academic Affairs, one faculty member from each department and one professional student.

COMMITTEE MEMBERSHIP, TERM OF OFFICE, AND OPERATING PROCEDURES

1. Prior to the start of each academic year, departments shall nominate faculty members to serve on all standing committees of the School, subject to approval of the Dean. Each standing committee shall have a representative from each department except for the Admissions and Curriculum Planning Committee which shall have two representatives from each department. The Dean may appoint additional members in a non-voting *ex-officio* capacity to any School committee.

All policy- making committees except the Administrative Committee, Faculty Executive Committee, Financial Aid/Awards Committee, and Academic Standing Committee shall have as members a number of students equivalent to at least 20% of the number of voting faculty committee members (See Section II item 4). Professional students will nominate individuals to serve on School committees, subject to approval of the Dean. In order to be eligible to serve on a committee, students must be in good academic standing in the School of Pharmacy. Each department shall nominate members to each Committee.

2. The term of membership on committees shall be one year, beginning with the first day of each academic year.
3. When a committee recommends adoption of a proposal to the faculty, such recommendation shall be made in writing and will be sent to each faculty member at least seven (7) days before the faculty meeting at which it is to be considered. Committee members have the right to submit minority reports for faculty consideration.
4. All Standing Committees shall meet at least once during the semester.

5. Each committee shall elect a chairperson and a secretary from its membership. The secretary shall, prepare written reports of the committee's activities. It will be unusual for a person to serve as secretary or chairperson for more than one committee.

SECTION VIII: ADVISORY COUNCILS

1. KANSAS PHARMACY ADVISORY COUNCIL

This Council shall be appointed by the Dean. The Chairperson shall be elected from its membership. The secretary of the Council shall be a faculty member and be appointed by the Dean. The purpose of this Council shall be to offer advice to the Dean on matters pertinent to the mission of the School of Pharmacy

2. EXECUTIVE ADVISORY COUNCIL

The Executive Advisory Council shall meet at the request of the faculty to offer advice pertinent to the graduate programs and other matters placed before it.

Membership to the Executive Advisory Council shall be as follows:

- A. Each department shall appoint two representatives.
 - B. The Council shall appoint a chairperson from its membership.
 - C. The secretary to the Council shall be the Associate Dean for Research and Graduate Affairs.
- ### **3. POST-GRADUATE PROFESSIONAL EDUCATION COUNCIL**

This Council shall meet at the request of the Director of Postgraduate Education to offer advice pertinent to programming for continuing professional education, including type of programs to offer and selection of topics and speakers.

Membership to the Postgraduate Professional Education Council shall include the Director of Postgraduate Education and at least one practicing pharmacist.

SECTION IX: CHANGES IN THE RULES

1. A motion to change the Faculty Policies and Procedures shall be voted upon after:
 - A. It has been presented to the Faculty Executive Committee of the School for comment and distributed to the faculty in writing at least one week prior to the meeting at which the vote is to be taken, or
 - B. It was originally presented at the preceding meeting of the faculty, or earlier.
2. Change in rules will be accomplished by a two-thirds vote of the members of the faculty.

SECTION X: PROFESSIONAL CURRICULUM AND PROGRAM CHANGES

1. CHANGES IN COURSES

- A. Proposals for curricular changes shall be submitted to the Curriculum Planning Committee which will consider these proposals, and submit recommendations in writing to the faculty at least seven (7) days in advance of the faculty meeting at which they are being voted upon.
- B. In emergency situations, the Faculty Executive Committee may act for the Curriculum Planning Committee and the faculty to the extent of approving a curricular change for no longer than one semester. Any action of temporary approval will be reported to the faculty at its next meeting.
- C. The deletion or addition of a required course to the professional curriculum must be approved by two-thirds of the members of the faculty.
- D. All new elective courses shall be submitted to the Curriculum Planning Committee. However, no approval is necessary by the faculty for the first semester providing the sponsoring department has approved the course. After one semester such a course shall be reviewed by the Curriculum Planning Committee and must be approved for permanent status by a simple majority of the School of Pharmacy faculty.

2. CHANGES IN PROFESSIONAL PROGRAMS

Changes in professional programs shall first be submitted to the Faculty Executive Committee for review, and then submitted to the School of Pharmacy faculty. For approval, a two-thirds vote of the faculty is required.

SECTION XI: GRANTING OF DEGREES

The names of the students who have completed the requirements for graduation established by the School Pharmacy faculty shall be approved by the Dean on behalf of the faculty and be recommended to the Chancellor so that respective degrees can be conferred.

SECTION XII: PROMOTION AND TENURE

The following statement serves as official policy for all faculty members in the School of Pharmacy on matters of promotion and tenure. The University of Kansas rules officially govern policies related to promotion and tenure. The School duly notes and acknowledges that significant portions of this statement were extracted and adopted directly from Article VI of the *Faculty Senate Rules and Regulations*. Nothing in this document substitutes for University policies and procedures found in Article VI of the *Faculty Senate Rules and Regulations*.

The purpose of this statement on promotion and tenure is to clearly describe the procedures that will result in an impartial application of standards and that recommendations are based on a thorough and complete review of each candidate's record of research, teaching, and service. This statement also establishes certain common practices that each Department will follow in the nomination and review of candidates for promotion and tenure.

The award of tenure and/or promotion in rank are among the most important and far-reaching decisions made by the University because an excellent faculty is an essential component of any outstanding institution of higher learning. Promotion and tenure decisions also have a profound effect on the lives and careers of faculty. Recommendations concerning promotion and tenure must be made carefully, based upon a thorough examination of the candidate's record and the impartial application of clearly articulated standards pursuant to prescribed procedures.

The purpose of these procedures is to promote the rigorous and fair evaluation of faculty performance during the promotion and tenure process by (a) Establishing school-wide standards and procedures for the evaluation of teaching, scholarship, and service; (b) Creating a mechanism for the approval of written criteria and procedures by a department; (c) Preserving and enhancing the participatory rights of candidates, including the basic right to be informed about critical stages of the process and to have an opportunity to respond to negative evaluations; and (d) Clarifying the responsibilities, roles, and relationships of the participants in the promotion and tenure review process so as to promote more effective interaction among them.

Each level of review, including the Departmental review, the School of Pharmacy review, and the university level review, conducts an independent evaluation of a

candidate's record of performance and makes independent recommendations to the Chancellor. Later stages of review neither affirm nor reverse earlier recommendations, which remain part of the record for consideration by the Chancellor. It is the responsibility of each person involved in the review process to exercise his or her own judgment to evaluate a faculty member's teaching, scholarship, and service based upon the entirety of the data and information in the record. No single source of information, such as peer review letters, shall be considered a conclusive indicator of quality.

Academic Freedom and Tenure Policy. These standards and procedures are adopted pursuant to and shall be construed in conformity with the policies of the Kansas Board of Regents concerning promotion, tenure, and non-reappointment. The University of Kansas subscribes to the 1940 American Association of University Professors (AAUP) statement on Academic Freedom and Tenure and/or any amendments or revisions to that statement adopted by the Kansas Board of Regents. Pursuant to these policies and statements, all faculty members, regardless of rank, are entitled to academic freedom in relation to teaching and scholarship, and the right as citizens to speak on matters of public concern. Likewise, all faculty members, regardless of rank, bear the obligation to exercise their academic freedom responsibly and in accordance with the accepted standards of their academic disciplines. Pursuant to these policies and statements, tenured faculty members may be dismissed only for adequate cause, in cases of program discontinuance, or under extraordinary circumstances caused by financial exigency.

Confidentiality. Consideration and evaluation of a faculty member's record is a confidential personnel matter. The record compiled for purposes of evaluation and all recommendations made pursuant to the process should be treated accordingly. Only the Chancellor's final decision concerning non-reappointment, the award of tenure, and/or promotion in rank or non-reappointment is to be made public.

Candidates shall have access to written summary evaluations of their records. A summary evaluation section will be prepared by the Dean of the School of Pharmacy and shared with the candidate upon completion of the review. The evaluation section shall include: (a) the recommendation of the committee, its rating of the candidate in the areas of teaching, scholarship, and service, and a statement of the reasons for those ratings; (b) if the initial or intermediate procedures provide for the faculty holding the necessary rank to vote as a committee of the whole, whether the committee of the whole concurred in the recommendations; and (c) the concurrence or nonconcurrence of the department chair and the dean of the school. Candidates shall also have access to any request for information from the School of Pharmacy Committee on Promotion and Tenure by the University Committee on Promotion and Tenure.

If a faculty member is appealing an adverse decision and under policies set forth in Article VI of the *Faculty Senate Rules and Regulations* elects to have a public hearing, information already available to the candidate in the promotion and tenure records may be made public as necessary to the conduct of the hearing.

Conflicts of Interest. No person should participate in any aspect of the promotion and tenure process concerning a candidate when participation would create a clear conflict of interest or compromise the impartiality of an evaluation or recommendation.

Members of the faculty who are themselves candidates for promotion and/or tenure shall not serve on a Departmental committee, School of Pharmacy Committee for Promotion and Tenure or UCPT during that year.

A faculty member who is a spouse or partner of an individual being considered for promotion and/or tenure shall not serve on a Departmental committee, School of Pharmacy Committee for Promotion and Tenure or UCPT during that year.

No students or untenured faculty members, except unclassified academic staff with the rank equivalent to or higher than associate professor, shall serve on Departmental, or School promotion and tenure committees or vote on any recommendation concerning promotion and tenure. Student and broad collegial input is important in the Department review, however, when this input is sought and considered, it must be done in a way that protects the confidentiality of students and junior faculty.

Membership on the School of Pharmacy Committee on Promotion and Tenure is restricted to Associate and Full Professors.

No person shall serve simultaneously on more than one committee (department, college or school, or university) considering promotion and tenure, except when all faculty holding the necessary rank serve as a committee of the whole for the department or school.

Department chairs and others having an independent responsibility to evaluate a candidate shall not serve as members of the college or school committee conducting intermediate review or of the University Committee on Promotion and Tenure (UCPT).

If a candidate believes that there is a conflict of interest, the candidate may petition to have that person recuse himself or herself. Procedures at the Department and School levels shall establish a means whereby, if a committee member does not recuse himself or herself, a decision about whether that person has a conflict of interest shall be made by a majority of the other committee members.

Time in Rank. In consideration of promotion and tenure, the following rules concerning time in rank apply:

Pursuant to Board of Regents policy, the probationary period for tenure track faculty may not exceed seven years. Under this policy, if a faculty member does not receive tenure, the seventh year becomes the terminal year. Consideration of tenure must therefore occur no later than the sixth year, which constitutes the "mandatory review year". Candidates who apply for promotion and tenure prior to their mandatory review year are held to the same standards of achievement as

those who have completed the full probationary period. University and Regents policy may provide for the exclusion of some years in computing time in rank and such years shall not be included in determining the terminal or mandatory review year. When untenured faculty members are hired after serving at another academic institution, the treatment of time spent at the other institution and the resulting terminal and mandatory review years shall be established through negotiation at the time of the hire.

Promotion to full professor is based on substantial additional achievement since the award of tenure and/or promotion to associate professor, and faculty members with tenure are expected to continue to engage in substantial productive activity in the areas of teaching, scholarship, and service. Although there may be some variation, continuing productivity should prepare most faculty members for promotion to full professor within six years of their promotion to the rank of associate professor.

GENERAL PROMOTION AND TENURE STANDARDS

The award of tenure and/or promotion in rank acknowledges meritorious performance in the areas of teaching, scholarship, and service. The standards set forth in this section and written criteria adopted pursuant to it shall be the controlling standards and criteria for evaluating candidates for promotion and tenure.

The School of Pharmacy strives for a consistent standard of quality against which the performance of all faculty members is measured. Nonetheless, the nature of faculty activities varies across the University and a faculty member's record must be evaluated in light of his or her particular responsibilities and the expectations of the discipline. Teaching and scholarship should normally be given primary consideration, but the particular weight to be accorded each component of a faculty member's activities depends upon the responsibilities of the faculty member. In the case of non-teaching faculty and unclassified academic staff, comparable professional responsibilities, as defined by their department or program and the standards of their disciplines, may be evaluated instead of teaching.

Teaching faculty may hold the rank of assistant professor, associate professor, or (full) professor. For purposes of promotion and tenure:

- (a) assistant research or clinical professor, and assistant scientist, curator, or specialist are equivalent in rank to assistant professor;
- (b) associate research or clinical professor; and associate scientist, curator, or specialist are equivalent in rank to associate professor; and
- (c) research or clinical professor, and senior scientist, curator, or specialist are equivalent in rank to (full) professor.

Unless otherwise indicated, references in this document to assistant, associate, or full professor also include other faculty and unclassified academic staff of equivalent rank, with appropriate adjustments to reflect their distinctive responsibilities.

Teaching. Teaching is a primary function of the University, which strives to provide an outstanding education for its students. The evaluation of teaching includes consideration of syllabi, course materials, and other information related to a faculty member's courses; peer and student evaluations; a candidate's own statement of teaching philosophy and goals; public representations of teaching; and other accepted methods of evaluation, which may include external evaluations.

High quality teaching is serious intellectual work grounded in a deep knowledge and understanding of the field and includes the ability to convey that understanding in clear and engaging ways. The conduct of classes is the central feature of teaching responsibilities at KU, but teaching also includes supervising student research and clinical activities, mentoring and advising students, and other teaching-related activities outside of the classroom.

For the award of tenure and/or promotion to associate professor, the record must demonstrate effective teaching, as reflected in such factors as command of the subject matter, the ability to communicate effectively in the classroom, a demonstrated commitment to student learning, and involvement in providing advice and support for students outside the classroom.

For promotion to the rank of professor, the record must demonstrate continued effectiveness and growth as a teacher, as reflected in such factors as mastery of the subject matter, strong classroom teaching skills, an ongoing commitment to student learning, and active involvement in providing advice and support for students outside the classroom.

In the case of non-teaching faculty and unclassified academic staff, professional performance, as defined by the unit and the expectations of the discipline, may be evaluated instead of teaching. The weight given to professional performance shall be determined by the particular responsibilities of the candidate. Each administrative unit with nonteaching faculty shall establish standards of professional performance, commensurate with the standards for teaching established in these regulations, to evaluate nonteaching faculty for promotion to equivalent ranks. Throughout the School's statement on Promotion and Tenure, references to teaching and its evaluation should be understood to include didactic and professional practice settings and its evaluation as appropriate to the positions and responsibilities of nonteaching faculty and unclassified academic staff.

Scholarship. Scholarship is an essential component of the University's mission as a center of learning, and the award of tenure and/or promotion in rank must be based on a record of accomplishment reflecting a sustainable program of scholarly activity. Evaluation of scholarship must be undertaken in light of the expectations of the discipline.

As used throughout this document and the promotion and tenure process, the concept of "scholarship" encompasses not only traditional academic research and publication, but also any other activities accepted by the academic discipline as reflecting scholarly effort and achievement for purposes of promotion and tenure.

Collaborative and interdisciplinary or trans-disciplinary/inter-professional research as well as individual scholarship is valued. While the nature of scholarship varies among disciplines, the University adheres to a consistently high standard of quality in its scholarly activities to which all faculty members, regardless of discipline, are held.

For the award of tenure and/or promotion to the rank of associate professor, the record must demonstrate a successfully developing and sustainable scholarly career, as reflected in such factors as the quality and quantity of publications, external funding, external reviews of the candidate's work by respected scholars or practitioners in the field, the candidate's regional, national, or international reputation, and other evidence of an active and productive scholarly agenda. When the scholarly contributions are the result of collaborative interdisciplinary or trans-disciplinary efforts, the record should document the unique contribution of the candidate and its significance.

For promotion to the rank of professor, the record must demonstrate an established scholarly career, as reflected in such factors as a substantial and ongoing pattern of publication and external funding, external reviews of the candidate's work by eminent scholars or practitioners in the field, the candidate's national or international reputation, and other evidence of an active and productive scholarly career. When the scholarly contributions are the result of collaborative interdisciplinary or trans-disciplinary efforts, the record should document the unique contribution of the candidate and its significance.

Revisions to Scholarship section approved by the School of Pharmacy Faculty 12/20/2016. Approved by University of Kansas Faculty Senate's Standards and Procedures on Promotion & Tenure Committee 2/19/2018.

Service. Service is also an important responsibility of all faculty members that contributes to the University's performance of its larger mission. Although the nature of service activities will depend on a candidate's particular interests and abilities, service contributions are an essential part of being a good citizen of the University.

The form of accepted and valued service varies greatly among the disciplines represented in the university community, and may include scholarly service to the discipline or profession, service within the university, and public service at the local, state, national, or international level. Each department will articulate clearly how it values various types of service.

For the award of tenure and/or promotion to associate professor, the record must demonstrate a pattern of service to the University at one or more levels, to the discipline or profession, and/or to the local, state, national, or international communities.

For promotion to the rank of professor, the record must demonstrate an ongoing pattern of service reflecting substantial contributions to the University at one or more levels, to the discipline or profession, and/or to the local, state, national, or international communities.

CRITERIA, GUIDELINES, AND RESPONSIBILITIES FOR REVIEW

The School of Pharmacy Committee on Promotion and Tenure shall receive from each Department a written statement of the criteria used for recommending promotions and the award of tenure. The School of Pharmacy Committee on Promotion and Tenure will examine such statements for adherence to University guidelines, and in so far as reasonably possible, uniformity and appropriateness of criteria for promotion and award of tenure among the various departments of the School.

The term criteria refers to the Department level articulation of disciplinary expectations for meeting university promotion and tenure standards for teaching, scholarship, and service, including their relative weights.

The criteria shall provide for the evaluation of teaching (or professional performance), scholarship, and service as “excellent,” “very good,” “good,” “marginal,” or “poor,” defined as follows:

- (a) “Excellent” means that the candidate substantially exceeds disciplinary and department/unit expectations for tenure and/or promotion to this rank.
- (b) “Very Good” means the candidate exceeds disciplinary and department/unit expectations for tenure and/or promotion to this rank.
- (c) “Good” means the candidate meets disciplinary and department/unit expectations for tenure and/or promotion to this rank.
- (d) “Marginal” means the candidate falls below disciplinary and department/unit expectations for tenure and/or promotion to this rank.
- (e) “Poor” means the candidate falls significantly below disciplinary and department/unit expectations for tenure and/or promotion to this rank.

Absent exceptional circumstances, successful candidates for promotion and tenure will meet disciplinary expectations in all categories, and strong candidates are likely to exceed normal expectations in one or more categories.

Candidate Responsibilities. It is the responsibility of the candidate to complete the appropriate portions of the promotion and tenure form and provide necessary documents and information in accordance with the Provost’s guidelines, with assistance from the candidate’s Department.

Department Committee Responsibilities. Each Department shall develop, maintain, and update each Fall its criteria and process for Promotion and Tenure.

Recommendations for promotion or the award of tenure shall normally originate with a Department, but also may originate with any member of the Faculty.

The Department promotion and tenure committee shall receive the promotion and tenure form and accompanying materials from the candidates and finish compiling the record of a candidate’s teaching, scholarship, and service in accordance with the

Provost's guidelines. The committee shall follow the approved written procedures for Department promotion and tenure committee review.

The Department promotion and tenure committee shall provide for the solicitation of outside reviews to assist in the evaluation of a faculty member's scholarship. Emphasis should be placed on selecting reviewers who hold academic rank or professional position equal to or greater than the rank for which the candidate is being considered. When soliciting external reviews of a candidate's scholarship, the committee shall inform prospective reviewers of the extent to which the candidate will have access to the review.

The Department promotion and tenure committee and the candidate shall verify that the required components of the form have been completed, that all necessary documents have been compiled, and that the record has been organized in the proper format.

Following review by the Department Chair, the results of Department promotion and tenure committee deliberations, chair's endorsements, and all supporting documentation on each candidate recommended for promotion or award of tenure shall be forwarded by the Department Chair to the Office of the Dean of the School of Pharmacy.

School of Pharmacy Committee on Promotion and Tenure Responsibilities. The composition of the School of Pharmacy Committee on Promotion and Tenure is defined in section V.2.A above. The School of Pharmacy Committee on Promotion and Tenure review shall be initiated upon receipt of a recommendation and record from the Departmental review and shall be conducted pursuant to the approved written procedures below. The School of Pharmacy Committee on Promotion and Tenure undertakes an independent review of a candidate's record and makes its own recommendations concerning the award of tenure or promotion in rank. The School of Pharmacy Committee on Promotion and Tenure neither affirms nor reverses the recommendations of the Department review, which remain part of the record that will be forwarded to the Chancellor for final decision.

The committee secretary shall provide confidential minutes of each meeting to the voting members of the School of Pharmacy Committee on Promotion and Tenure to allow timely compliance with University deadlines.

The School of Pharmacy Committee on Promotion and Tenure shall evaluate the candidate's teaching, scholarship, and service on the basis of the record compiled during the Department review. The members of the School of Pharmacy Committee on Promotion and Tenure will vote on each recommendation regarding promotion and tenure, except that members shall not vote on recommendations for promotion to a higher rank than the one they hold. Exceptions may be made when this policy would not permit a department to have two (2) voting representatives. Voting shall be by

secret ballot. No new material may be submitted as part of the record except as follows:

The candidate may submit a written response to a negative recommendation at the School of Pharmacy Committee on Promotion and Tenure level, or to a final rating of teaching, research, or service below the level of “good” included in the evaluation section of the recommendation. The School will establish a deadline and limit for the amount of material to be submitted for the candidate’s response.

The candidate and the department may provide additional information or materials in response to a request for information from the School of Pharmacy Committee on Promotion and Tenure. If the School of Pharmacy Committee on Promotion and Tenure determines that additional information would assist it in the evaluation of a candidate’s record, the School of Pharmacy Committee on Promotion and Tenure may request additional information from the department. If a preliminary vote of the School of Pharmacy Committee on Promotion and Tenure reflects a negative recommendation or a recommendation that differs from the recommendation of the department, a request for information is required. A request for information shall specify the information sought and the reasons for the request. If the request is based upon a negative preliminary vote, it shall so state and describe the reasons for the negative recommendation. A request for information shall be sent to the chair of the department who shall immediately provide a copy to the candidate and inform the Departmental committee. The chair and/or committee shall prepare the department’s response in accordance with the Department’s procedures. The candidate shall be afforded an opportunity to participate in the preparation of the department’s or administrative unit’s response and/or to submit his or her own documentation or comment to the School of Pharmacy Committee on Promotion and Tenure.

The School of Pharmacy Committee on Promotion and Tenure shall examine each case for promotion or award of tenure and forward its written recommendations, as well as the complete promotion dossier received from the departments, to the Dean of the School of Pharmacy.

Dean’s Responsibilities. The dean of the school shall indicate separately in writing whether he or she concurs in or disagrees with the recommendations of the School of Pharmacy Committee on Promotion and Tenure.

The dean of the school shall communicate the recommendations of the School of Pharmacy Committee on Promotion and Tenure to the candidate and provide the candidate with a copy of the corresponding evaluation section of the promotion and tenure form. Negative recommendations shall be communicated in writing and, if the review will not be forwarded automatically, shall inform the candidate that he or she may request that the record be forwarded for further review.

Favorable recommendations, together with the record of Department and School of Pharmacy Committee on Promotion and Tenure reviews, shall be forwarded to the Provost for consideration by the University Committee on Promotion and Tenure (UCPT). Negative recommendations resulting from an intermediate review shall go forward for UCPT review only if it is the candidate's mandatory review year or if the candidate requests it in writing.

If the University Committee on Promotion and Tenure (UCPT) determines that additional information is required, the request for information will come to the dean of the school who shall immediately provide a copy to the candidate and inform the Department and School of Pharmacy Committee on Promotion and Tenure committees.

The Chairperson of the School of Pharmacy Committee on Promotion and Tenure will prepare a response to the University Committee on Promotion and Tenure (UCPT) and the Department committee shall be given an opportunity to participate in the preparation of the response, including the preparation of a separate response if the School of Pharmacy Committee on Promotion and Tenure recommendation differs from the recommendation on Department review.

The candidate shall be afforded an opportunity to participate in the preparation of the response and/or to submit his or her own documentation or comment to UCPT.

The School of Pharmacy's Promotion and Tenure statement in Section XII was approved by the KU Faculty Senate Committee on Standards and Procedures for Promotion and Tenure: 05/03/10

SECTION XIII: SABBATICAL LEAVE

Sabbatical leave applications endorsed at the Department level will be reviewed by the School of Pharmacy Committee on Promotion and Tenure.

The School of Pharmacy Committee on Promotion and Tenure shall provide a single letter containing evaluations on all sabbatical applications. The following format should be used for the information on each application: (1) a synopsis of the proposal and its importance, (2) an evaluation of the individual's credentials and (3) a statement providing the rationale for the committee's evaluation and ranking.

The dean of the school will provide letters only when endorsement and/or ranking of sabbatical applications differ from the evaluation of the School of Pharmacy Committee on Promotion and Tenure. The dean's letter should outline the rationale for the dean's recommendation and/or ranking of the application. The Dean may include a letter when in agreement with the committee's recommendations as well, but is not required to do so.

SECTION XIV: PROGRESS TOWARD TENURE REVIEW

The School of Pharmacy adopts the policies on Progress Toward Tenure Review as specified in Article VI of the *Faculty Senate Rules and Regulations* and as follows:

Approximately midway between a faculty member's appointment and mandatory review year (usually the third year), under guidelines issued by the Provost the school shall conduct a formal review of a non-tenured faculty member's progress toward tenure. Reviews will be initiated by the Departments. Following review at the Department level candidates recommended for continuation will be received in the Deans Office of the School of Pharmacy by March 1 of each year. The School level review will be conducted by the Department Chairs and the School of Pharmacy Committee on Promotion and Tenure.

The progress toward tenure review is intended to provide faculty members with a meaningful appraisal of their progress toward tenure and orient them toward basic aspects of the tenure process. Neither the record of the review nor its results shall be included in a faculty member's promotion and tenure record and recommendations for or against promotion and tenure should not be influenced by favorable or unfavorable results of the progress toward tenure review. This limitation does not prevent consideration, during the promotion and tenure review, of the same documents and information considered for purposes of the progress toward tenure review.

Based on the recommendations of the Chairs and School of Pharmacy Committee on Promotion and Tenure, the dean of the school completes and submits the final recommendation form to the Provost's Office.

SECTION XV: POST-TENURE REVIEW CRITERIA AND PROCEDURES

General Principles: In accordance with Board of Regents requirements, Article 7, section 4 of the Faculty Senate Rules and Regulations, and the University Policy on Post-tenure Review, the School of Pharmacy, hereafter referred to as the School, has adopted these expectations and procedures for conducting post-tenure review. Post-tenure review is a process for periodic peer evaluation of faculty performance that provides an opportunity for a long-term assessment of a faculty member's accomplishments and future directions in the areas of teaching, scholarship, and service.

Post-tenure review must be conducted in a manner that respects the rights of faculty members involved, including academic freedom, tenure, and due process. In addition, all those involved in the evaluation process must recognize that it is a confidential personnel matter and take appropriate steps to protect confidentiality.

Period for Review: Post-tenure review is conducted on a seven-year cycle and covers the period since the last comprehensive review, which may be consideration for promotion and/or tenure, the award of a distinguished professorship, or a previous post-tenure review. Some years may be excluded from the period in accordance with the University policy and the review may be postponed if the faculty member is on leave during the year of review or, is nominated for promotion to Full or Distinguished Professor. In addition, time serving as department chair, program director, dean or associate dean, or other administrative position subject to administrative review is excluded. The dean of the School of Pharmacy will notify faculty members scheduled for post-tenure review no later than March 15 in the spring semester preceding the academic year of review.

Expectations: All tenured faculty members must meet academic responsibilities in the areas of teaching, scholarship, and service. Unless otherwise specified by the job description or differential allocation, the ordinary allocation of effort is 40% teaching, 40% scholarship, and 20% service. For Pharmacy Practice faculty with a clinical practice, the clinical practice component may overlap and limit the effort in other areas.

Each of the four Departments has defined its standards and expectations for teaching, scholarship, and service in their individual annual faculty evaluation procedures. The expectations for post-tenure review are consistent with these standards, with overall productivity commensurate to the seven-year period under review. Therefore, individual faculty are to refer directly to the specific criteria for their Department for purposes of the post-tenure review.

Review Committee: Post-tenure review is conducted by the Post-tenure Review Committee, which shall consist of three tenured faculty members at or above the academic rank of the individual being reviewed and are to be appointed by the Department Chair. If the Department does not have three tenured faculty members at or above the academic rank of the individual being reviewed, the Department Chair may request and appoint faculty members from one of the other Departments in the School to serve on the three member committee.

No person may serve on the committee if his or her spouse or partner is scheduled for review. A committee member who believes that there may be a conflict of interest should withdraw from the committee. If a faculty member who is undergoing review believes that there is a conflict of interest, he or she may object to the inclusion of a member. If the member declines to withdraw, the remaining committee members shall consider the basis for the alleged conflict and decide the matter. If a committee member withdraws or is removed based on a conflict of interest, the Department Chair will name a replacement.

Preparation of the File: Review will be conducted on the basis of a file that documents a faculty member's teaching, scholarship, and service (and clinical practice if in the Department of Pharmacy Practice). In contrast to evaluation for promotion

and tenure, outside reviews of scholarship, copies of publications, and copies of original student evaluations are not required.

The faculty member under review should provide a brief (not more than 2 pages) narrative statement of his or her accomplishments in teaching, scholarship, and service (and if applicable, practice) during the review period as they relate to his or her long-term career path and goals. In addition, the faculty member should submit a current curriculum vitae . The Department Chair will furnish copies of the faculty member's annual evaluations for the years during the review period.

Evaluation and Report: The committee will review the file and evaluate the faculty member's overall performance and his or her contributions in the areas of teaching, scholarship, and service (and clinical practice if in the Department of Pharmacy Practice). Applying the expectations defined in the Department's annual evaluation plan, the committee will determine whether the faculty member's performance in each area, as well as his or her overall performance, meets expectations, exceeds expectations, or fails to meet expectations. In making its evaluations, the committee must bear in mind that (1) faculty members have differing responsibilities and make different kinds of contributions to the mission of the Department, School, and the University; (2) a faculty member's activities vary over time according to his or her strengths, interests, and career path; and (3) innovative work may take time to reach fruition and may sometimes fail.

The committee will prepare a written report summarizing its evaluation. The report should provide a narrative description of the faculty member's activities, an explanation of the committee's ratings, and recommendations or suggestions for acknowledgement of contributions and future development of the faculty member. The committee will provide a copy of the report to the faculty member, who may submit a written response for inclusion in the post-tenure review file before it is forwarded to the Department Chair.

Consideration by the Department Chair: The committee's report (along with any faculty response) will be provided to the Department Chair. If the Department Chair agrees with the report, he or she will indicate that agreement in writing to the faculty member and place a copy in the file. If the Department Chair disagrees with the committee's evaluation, he or she shall explain the reasons for any disagreement in writing, with a copy to the faculty member and the committee. The Department Chair may ask the committee to provide additional information or reconsider the review. The Department Chair will forward the file to the Dean, who will consider the report and express his or her agreement or disagreement in the same manner as the Department Chair. If the Dean disagrees with a positive evaluation by the committee, the faculty member may submit a written response.

The Dean will forward a summary of post-tenure review outcomes and copies of the files to the Provost.

Relation to Annual Evaluations: The committee report will be considered as part of the annual evaluation process and the Department Chair will discuss the review with the faculty member in conjunction with that process. This discussion should concentrate on the future professional development of the faculty member with an aim toward enhancing meritorious work and improving less satisfactory performance, including adoption of a performance improvement plan, if necessary. Any action on the review that is within the scope of the Faculty Evaluation Policy must be taken under that policy.

Appeals: If a disagreement between the committee and the Department Chair or Dean cannot be resolved or if the faculty member wishes to appeal an evaluation of “fails to meet expectations,” the matter will be handled as an appeal under the Department’s and School’s Faculty Evaluation Policy.

The School of Pharmacy’s Faculty approved the Post-Tenure Review Criteria and Procedures: 5/30/14.

SECTION XVI: NON-REAPPOINTMENT OF FACULTY

The School of Pharmacy adopts the policies on Non-Reappointment of Faculty as specified in Article VI of the *Faculty Senate Rules and Regulations* and as follows:

Prior to tenure, a faculty member is considered to be serving a probationary period and the department and/or the school may decide not to reappoint the faculty member as provided in this section.

Non-reappointment may be justified by a faculty member's poor performance of the responsibilities of his or her position, including teaching, scholarship, or service; by criteria based upon departmental, school or college plans for future faculty development; by budgetary considerations; or by a departmental, or school decision that its needs should be filled with a different individual. (See the American Association of University Professors 1968 Recommended Institutional Regulations on Academic Freedom and Tenure).

Pursuant to Board of Regents policy (adopting the American Association of University Professors statement of 1964), written notice of non-reappointment shall be provided to a faculty member as follows: (a) Not later than March 1 of the first year of service, if the appointment expires at the end of that academic year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination. (b) Not later than December 15 of the second year of service, if the appointment expires at the end of that academic year; or, if the appointment for a second year of service terminates during an academic year, at least six months in advance of its termination. (c) At least 12 months before the expiration of an appointment after two or more years of service in the University. This places the notification deadline on the

last day of the academic year for faculty on nine-month appointments, and on June 30 for those on 12-month appointments.

The normal procedure for forwarding recommendations for non-reappointment shall be from the chair of the department to the dean of the school, and from the dean to the Provost or along a similar hierarchy in other administrative units. Prior to forwarding any recommendation of non-reappointment to the Chancellor, the Provost shall notify the faculty member in writing of the recommendation and the reasons for it. The notification shall also inform the faculty member of the right to appeal the recommendation to the Faculty Rights Board. Such an appeal shall be filed with the Office of University Governance within fourteen days of receiving notification and shall be considered pursuant to procedures established by the board pursuant to the appropriate section of the *Faculty Senate Rules and Regulations*. Following the Chancellor's decision, the legally effective notice of non-reappointment shall be issued over the signature of the Provost and shall include a statement of the reasons for the decision.

If a faculty member is denied tenure during the mandatory review year, the decision constitutes a decision of non-reappointment, and the notification of the denial of tenure serves as notice of non-reappointment. Non-reappointment for other reasons is a decision distinct from the denial of tenure and involves different procedures. Absent exceptional circumstances, non-reappointment for reasons other than the denial of tenure should not occur once a faculty member is under consideration for tenure during his or her mandatory review year.

SECTION XVII: PROCEDURES FOR SELECTION OF FACULTY

Subject to University Equal Employment Opportunity procedures the following will apply:

1. A recommendation for appointment originates in the department in which the appointment is to be made.
2. The specific conditions of a recommended appointment, including rank and tenure status, shall be subjected to peer review procedures established by the department in the School Pharmacy. The following will apply:
 - A. All departments shall be given the opportunity to interview prospective candidates for faculty positions.
 - B. A majority of the voting members of the department must approve the appointment of a prospective faculty member who would become a voting member of that department.

3. The initial appointment offer is made by the Vice Chancellor for Academic Affairs based on the recommendation of the originating department chair and the Dean.

SECTION XVIII: DEPARTMENTS WITHIN THE SCHOOL OF PHARMACY

1. A department is a budgeted administrative unit responsible for the coordinating the educational, administrative and scholarly activities of a discipline.
2. The formation of a new department shall require that members of a discipline petition the Dean's Administrative Committee to initiate discussion and make recommendations to the Faculty Executive Committee who will bring it to the faculty for a vote. A two-thirds vote by the faculty for approval will be required. If approved, the Dean will institute action for the formation of the Department.