

NOVA SOUTHEASTERN UNIVERSITY
HEALTH PROFESSIONS DIVISION
BARRY AND JUDY SILVERMAN COLLEGE OF PHARMACY

PROMOTION AND CONTINUING CONTRACT

COMMITTEE BYLAWS
STANDARDS FOR PROMOTION
STANDARDS FOR CONTINUING CONTRACT

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NOVA SOUTHEASTERN UNIVERSITY
BARRY AND JUDY SILVERMAN COLLEGE OF PHARMACY
PROMOTION AND CONTINUING CONTRACT
COMMITTEE BYLAWS

BYLAWS

1. Committee Composition

1.1 Chairperson

- a) The chairperson shall be a NSU Barry and Judy Silverman College of Pharmacy (COP) faculty member with the rank of professor or associate professor appointed by the COP Dean.
- b) The chairperson shall report upon the Committees findings to the Dean.
- c) Vice Chair, a current Continuing Contract & Promotion Committee member, will be elected by the committee to serve as the Chair if the Chair of the committee is absent for a long or uncertain period of time.

1.2 Faculty Representatives

- a) Every two years, each of the COP departments shall elect a representative (one from each department) from the regularly appointed faculty with the rank of associate or full professor.
- b) Every two years, the COP faculty will elect one representative, other than those elected by the departments, from the regularly appointed faculty with the rank of associate or full professor.
- c) Representative members shall have attained continuing contract status within NSU's COP.
- d) Faculty members with primarily administrative responsibilities who submit separate promotion and continuing contract recommendations to the Dean shall be ineligible as department representatives.
- e) Evaluation of Administrators seeking promotion. The COP Dean will designate an ad hoc committee to evaluate faculty with administrative roles including the Department Chairs and Supervisors. The committee is composed of the Chair and four members of which at least one is a non-COP faculty with a rank of full professor. A faculty of the COP with a rank of full professor will chair the committee and closely follow the COP guidelines for promotion of a

regular faculty. The committee Chair and the COP members should belong to a department other than that of the administrator being evaluated. All COP and non-COP members of the committee as well as the Chair will have voting rights.

1.3 External Reviewer

The applicants for promotion will select an external examiner(s) for review of their promotion. The external examiner(s) will perform a thorough review on applicant's application based on the NSU's guidelines for the Continuing Contract and Promotion. It's the applicant responsibility to assure that the review performed by the external examiner(s) will be submitted to the Continuing Contract and Promotion Committee in a timely manner sometime after the application deadline and before the committee formally meets to evaluate the application. The external examiner(s) will have no voting right.

1.4 Terms of Service

- a) The chairperson shall serve for a two-year term.
- b) No individual may serve as chairperson for more than two consecutive terms.
- c) The department representatives shall serve for no more than four consecutive years.
- d) Any committee member seeking promotion shall step down during the entire review process in that year. A replacement representative will be decided by the department vote to serve during this review period. The original member may return to serve any remaining time on his/her term once the entire review process for that year is completed.

1.5 Absences and Resignations

- a) Members are expected to attend all meetings and arrange their calendars to accommodate the demands of Committee service.
- b) In order to conduct business, a quorum must be established with greater than half of the members in attendance.
- c) If illness, academic responsibilities, or other matters cause a member to be absent:
 - i. if this member is the chairperson, the Vice Chair will chair the committee in the absence of the original Chair.
 - ii. if this member is a department representative, the corresponding department will vote for a temporary substitute representative.

2. Committee Operations

2.1 Meetings

- a) Meetings shall be called by the chairperson with at least five working days of advanced notice.
- b) The chairperson shall be responsible for the agenda, time, and place arrangements.
- c) The meeting schedule shall conform to the Committee timeline for the review process.
- d) The chairperson shall distribute the Committee timeline to the faculty.
- e) The COP shall make a complete set of promotion and continuing contract guidelines available online.

2.2 Requests for Review

- a) The Department Chairs will notify faculty members in writing when they are due for continuing contract review.
- b) Faculty members should make every effort to be aware of their continuing contract status and related deadlines.
- c) The distribution of the Committee timeline shall be accompanied by a memorandum from the chairperson inviting faculty members eligible for and interested in applying for promotion and/or continuing contract to submit their portfolios for review by the Committee.
- d) Interested and eligible faculty members shall have at least six weeks to prepare their portfolios from the time the Committee announces the timeline to the faculty.

2.3 Voting Procedure

- a) After pertinent deliberation by the Committee, the committee will anonymously vote on the recommendation for promotion or continuing contract.
- b) The recommendation shall be made on the basis of the vote.
- c) The chairperson shall have the vote counted and shall announce the result to the Committee members.

- d) The chairperson shall convey to the Dean the Committee's recommendation for promotion and/or continuing contract for each candidate and shall specify, in detail, the Committee's assessments.

3. Committee Confidentiality

3.1 Requirements

- a) The candidate's portfolio shall be accessible to the Dean, Departments' Chairs, and all Committee members.
- b) Letters of reference solicited by the Committee shall be made available to the candidate unless a waiver has been signed.
- c) Members of the Committee will not discuss deliberations and recommendations made by the Committee.
- d) The Committee's recommendations signed or electronically confirmed by all members shall be communicated to the Dean, in writing.

3.2 Records

Records of the Committee's agendas shall be made available for review. Due to the confidential nature of the meetings, however, minutes shall not be recorded.

3.3 Access to Information by Candidates

Following the conclusion of the evaluation process, access to outcome information shall be available only through the Dean or his/her designee.

NOVA SOUTHEASTERN UNIVERSITY
BARRY AND JUDY SILVERMAN COLLEGE OF PHARMACY
PROMOTION AND CONTINUING CONTRACT
STANDARDS FOR PROMOTION

STANDARDS FOR PROMOTION

1. Introduction

The tasks of COP faculty members are to acquire, appraise, discover, and disseminate knowledge. They should communicate this knowledge and the manner of its acquisition or discovery to their immediate community of scholars and students, to their institution, to their professions, and to society at large. Service to the department, the institution, the community, the state, and the nation constitutes an important mission of COP faculty members. As a school of higher education with a commitment to excellence, the COP values teaching, scholarship, and service in their many forms. To be considered for promotion, individuals should have met expected levels of performance in these areas, in addition to fulfilling other requirements expected of a COP faculty member.

2. Recognition of Achievement

Faculty members are expected to work toward maintaining an atmosphere of collegiality within the College and the University. Individuality among faculty members is expected and encouraged. Individuality in academic activities will be taken into account when promotion and/or continuing contract status are considered. Teaching, research, clinical activities, committee service, administrative functions, special program management, contribution to staff development, leadership in community affairs, participation in scholarly and professional societies, membership on review panels, and consultation to government agencies and private entities are some of the professional roles worthy of recognition. Faculty members will also be recognized by their level of engagement and collegiality. Engagement is defined as positive contributions toward the development and advancement of the university, college, department, discipline, profession, and/or practice site. Collegiality is defined as interpersonal behaviors that promote a positive and productive work environment and culture that ultimately benefits the university, college, department, other faculty, students, and constituents. Faculty members may also contribute by leading and/or assisting in the production of academic publications, devising curricula, developing courseware, counseling students, organizing laboratories, and officiating in professional societies. Many other equivalents exist and should be recognized for promotion. Great latitude is allowed for individual differences. Independent thinking is encouraged, although neither promotion nor continuing contract status should be granted in the absence of academic achievements.

3. Faculty Review System

The standards for promotion of the COP faculty establish general guidelines for evaluation by a multidisciplinary group of peers. The standards are general and apply to all faculty in the College. Different departments or divisions may have additional standards, depending on their mission, and these standards should be provided to the Committee through the Dean. Evaluation by the Committee is designed to parallel administrative evaluation. All reporting requirements suggested in the standards are subject to availability and rules of reasonableness.

All departments and divisions within the COP and clinical sites are expected to provide feedback on teaching, patient care performance, and services, as appropriate. If the respective departments do not provide feedback on certain activities, the candidate should provide such evidence, if possible. If one of the defined activities is not a component of a faculty members' assignment, then it would be unreasonable to evaluate the individual's performance in that area. The standards are guidelines adapted to each individual case.

The above requirements are intended to guide all departments of the COP. Throughout the entire promotion process, Committee members evaluate individual applications, interpreting, in light of the College's, the candidate's department criteria, and the achievements described in application documents. To optimize each faculty member's growth and productivity, it is important that the department chairpersons or their supervisor convey annually, as accurately as possible, the expected level of performance and achievements defined by the promotion and continuing contract documents. Annual evaluations are expected to help faculty to stay on track with future promotion requirements. It is the primary responsibility of the candidate, through written narrative and accompanying evidence, to describe clearly the significance of his/her contributions to the mission of the COP and the university.

For both continuing contract and faculty promotion, the committee requires that the faculty provide, as part of his/her portfolio, the chair's annual performance expectations and evaluations in the areas of teaching, research/scholarship, and service. Teaching and service loads vary based on Department's needs and Chair's allocation of activities. For faculty with administrative roles seeking promotion, the committee requires that the faculty provide as part of his/her portfolio, the supervisor's annual performance expectations and evaluations in the areas of teaching, research, and service. It is the candidate's responsibility to make available to the committee all supporting documentation for his/her evaluation; the chair's or the supervisor's annual evaluations must be part of the candidate's portfolio.

Faculty are advised that all forms of scholarship should be presented as finished products: accepted for publication, in press, published papers, awarded grants, and issued patents. All submitted scholarly products (manuscripts, grant proposals, inventions, etc.) that are still under a review process are not considered finished products, although the committee will consider all activities. All works in progress and deliverables will be considered in the context of the faculty's contribution to a well-rounded research program.

4. General Criteria for Promotion

The information presented in this document provides guidelines for COP faculty members seeking promotion. Faculty members with administrative roles seeking promotion abide by the promotion guidelines for regular faculty described in this document.

As a general case, a faculty member seeking promotion to associate professor, or clinical associate professor should have a minimum of four years of experience as an assistant professor (including at least two years of continuous appointment for faculty at the NSU COP) or clinical assistant professor, respectively, before being considered for promotion. Faculty members coming from another institution, who have had full-time experience in a tenure-track or equivalent position, can be granted by the COP Dean up to a three-year credit toward promotion. Only tenure-track or equivalent work experience should be considered when credit toward promotion is considered and should be clearly stated in the faculty's appointment letter. Adjunct, residency, fellowship, and post-doctoral experience obtained prior to securing a regular faculty appointment will not be considered in the promotion process. Faculty members completing the required number of years of experience by the 31st of December can submit an application for promotion on the 1st of July of the same year; otherwise, they can apply for promotion in the next evaluation period.

Independent of promotion considerations, COP faculty members will be annually evaluated by their supervisor, department chairperson, research division head, program director, and periodically for the continuing contract by the Committee. Faculty members who are denied continuing contract status are not eligible for promotion. As stated above, annual evaluations are expected to help faculty to stay on track with future promotion requirements. Promotion of faculty with administrative roles is encouraged. In particular, this is true for Department Chairs, who are expected to be the role model in research, teaching, and service for the faculty they supervise. An administrative faculty member seeking a rank promotion is assessed on the same qualitative and quantitative criteria as a full-time faculty member.

5. Performance Ratings

Standards of performance in each activity or function area are both quantitative and qualitative. The following performance levels are defined for purposes of evaluating COP faculty members, and the committee will assign a rating to each activity (research/scholarship, teaching, and service) based on the information provided to the committee.

- Below expected (Rating I): The candidate's performance in teaching, research/scholarship, and service is below the standards for promotion. The faculty has not met the COP expectations in teaching, scholarship, and service.
- Expected (Rating II): The candidate's performance in teaching, research/scholarship, and service meets the standards for promotion. The faculty has met the COP expectations in teaching, scholarship, and service.

- Above expected (Rating III): The candidate's performance in teaching, research/scholarship, and service meets the standard for promotion. The faculty has been recognized beyond the university as an influential individual engaged in teaching, scholarship, and service.

6. Promotion to Different Ranks

Promotion in academic rank is awarded to faculty members who have clearly demonstrated meritorious performance in scholarship, teaching, patient care performance, and service as related to their discipline. The purpose of promotion in rank is to recognize faculty members' career excellence and ongoing contribution to the College and the University. Promotion guidelines are equivalently applied to both existing and newly-hired faculty.

Consideration for promotion aligns with the specific track that the faculty member belongs to, namely faculty with a continuing contract or faculty with a clinical contract. Faculty with the rank of Assistant, Associate, and Professor are eligible for continuing contract. Faculty with Clinical Assistant, Clinical Associate, and Clinical Full Professor ranks are on an annual contract. Those on a continuing contract engage in scholarship, teaching, and service, whereas clinical faculty do not have a mandatory scholarship component, although it is encouraged, per their job description. Therefore, clinical faculty are not required to meet the same scholarly activity standards as continuous contract faculty. However, scholarship is required for promotion for faculty from either track (continuing contract or clinical). Additionally, clinical faculty tend to have a greater teaching and service load compared to continuing contract faculty. As such, it is noted that faculty members with a continuing contract tend to obtain regional, national, or international recognition through scholarly activities. Conversely, faculty with a clinical contract tend to obtain regional, national, or international recognition through teaching or service activities (please refer to pages 17 to 19 for examples of teaching and service activities).

Faculty members with a continuing contract applying for promotion to higher rankings must seek funding for their research/scholarly activities. Grantsmanship is not required but encouraged for promotion of clinical faculty. Obtaining intramural funding to initiate projects or to change research directions is encouraged and recognized in the evaluation process. Competitive awards (i.e., grants) are given greater weight than non-competitive awards (i.e., contracts or donations). Serving as a principal or co-principal investigator/director is given greater weight than other roles (e.g., co-investigator, consultant). Investigator-initiated grants/protocols are given more weight than those initiated by the funding source. Nationally competitive awards are given more weight than state or local awards.

Although it is unrealistic to expect that all grant/contract applications will be funded, there should be a record of continuing success in this area. Grants approved, but not funded (e.g., a National Institute of Health application that is scored but not funded) are evidence that a faculty member's ideas are sound but are not a substitute for funded grants. The ability of a

faculty member to obtain sufficient funding to be productive in their scholarly endeavors is more important than the absolute dollar amounts of funding obtained. The ability of a faculty member to perform independent work is of critical importance. When serving as co-investigator/collaborator/consultant on a grant/contract, faculty must provide evidence of their particular intellectual contribution to the project.

Although quite different in nature, contracts may be considered as equivalent to an externally-funded grant if proven to be equivalent. Industry contracts for instance can significantly vary in nature from testing services to faculty-initiated projects; therefore, the merit of each contract will be evaluated case by case. The key element for determining equivalence is the source of the intellectual content. Thus, fee-for-service contracts are not considered equivalent to grants. Contracts, where the faculty member is solving a problem or developing technology for an industrial partner, would be considered equivalent to a grant. Licensed patents are equivalent to a funded grant. The applicant is however obligated to provide sufficient supporting documentations to show such merit. Supporting documentations may include a copy of contract, licensed patents and intellectual properties used in establishing the contract, an official letter of confirmation from the Office of Technology Transfer clearly indicating the value and importance of the contract, an evaluation report prepared by an NSU-hired outside party indicating the importance and the value of such contract, etc. The committee will not be able to review and evaluate contracts in the absence of supporting documentation.

For promotion to higher rankings, all forms of scholarship activities weigh higher if presented as finished products, reviewed by peers, published in higher quality journals, and if the faculty member has a leading responsibility in generating the scholarship products (publications, inventions, grants, contracts, books, etc.). Nevertheless, it is the responsibility of the faculty member to identify his/her role as well as the importance of each scholarly activity. The committee may also use available scientometrics (Web of Science, Google Scholar, Harzing's Publish or Perish Software, Research Gate, etc.) to further evaluate the quantity, quality, continuity, and the impact of the applicant's scholarly activities.

6.1 Promotion to Associate Professor

Promotion to Associate Professor requires a sustained record of success in teaching, research/scholarship, patient care performance (if applicable), service, and a clear trend of continuous professional growth and recognition. Specifically, there must be evidence of an established, defined research program. Bench researchers are required to have an established, active onsite lab. Meaningful contributions to the profession in terms of quantity and quality of peer-reviewed publications (e.g., original research, applied research, educational research, perspective article, book, book chapter) and other forms of scholarship and scholarly activities (e.g., grants, inventions, contracts, presentations, monographs) are essential. Promotion to Associate Professor also requires one funded internal or external grant, wherein the applicant has been listed as principal (PI), co-principal (co-PI), or investigator (e.g., co-Investigator) contributing to the conceptualization and writing of such endeavor. In addition, the academic work of the faculty member must be generally regarded as significant both

within and outside the University (regional or state level) (see section 5 for performance ratings).

The candidate for promotion to Associate Professor must have served as an Assistant Professor for at least four years and achieved a rating of III in at least two out of three categories, and not less than a II in the third category, of service, teaching and scholarship as evaluated by the Continuing Contract and Promotion Committee.

6.2 Promotion to Clinical Associate Professor

Promotion to Clinical Associate Professor requires a sustained record of success in teaching, patient care performance (if applicable), service, and a clear trend of continuous professional growth and recognition. Meaningful contributions to the profession in terms of quantity and quality of peer-reviewed publications (e.g., original research, applied research, educational research, perspective article, book, book chapter) and other forms of scholarship and scholarly activities (e.g., grants, inventions, contracts, presentations, monographs) are important. In addition, the academic work of the faculty member must be generally regarded as significant both within and outside the University (regional or state level). Clinical faculty are not required to meet the same scholarly activity standards as continuous contract faculty. For promotion to Clinical Associate Professor, grantsmanship is not required, but encouraged. If a clinical faculty member does not have a practice site (e.g., those providing non-clinical advanced pharmacy practice experiences), then their clinical site activities will not be reviewed by the Continuing Contract and Promotion Committee.

The candidate for promotion to Clinical Associate must have served as a Clinical Assistant Professor for at least four years and achieved a rating of III in at least two out of three categories, and not less than a II in the third category, of service, teaching, and scholarship as evaluated by the Continuing Contract and Promotion Committee.

6.3 Promotion to Full Professor

Promotion to Full Professor requires recognition on the national or international level and a sustained record of superior scholarship in terms of both quantity and quality of peer-reviewed publications (e.g., original research, applied research, educational research, perspective article, book, and book chapter) and other forms of scholarship and scholarly activities (training graduate students/residents/fellows, grants, inventions, contracts, presentations, and monographs). It also requires outstanding teaching performance and committed service to the University, the profession, and the community. Specifically, there must be evidence of an established, defined research program. Bench researchers are required to have an established and active onsite laboratory. The candidate must also provide evidence of at least one funded external grant, wherein the applicant has been listed as principal (PI), co-principal (co-PI), or investigator (e.g., co-Investigator) contributing to the conceptualization and writing of such endeavor. In addition, the faculty member must be generally regarded both within and outside the University as an expert in his/her field(s) of

specialization and his/her academic work must be generally regarded as innovative and path setting (national level).

The candidate for promotion to Full Professor must have served as an Associate Professor for at least five years and achieved a rating of III in at least two out of three categories, and not less than an II in the third category, of service, teaching and scholarship as evaluated by the Continuing Contract and Promotion Committee.

6.4 Promotion to Clinical Full Professor

Promotion to Clinical Full Professor requires outstanding teaching performance and committed service to the University, the profession, and the community. The faculty member must be generally regarded both within and outside the University as an expert in his/her field(s) of specialization and his/her academic work must be generally regarded as innovative and path setting (national level). Clinical faculty are not required to meet the same scholarly activity standards as continuous contract faculty. Grantsmanship is not required but encouraged for promotion to Clinical Full Professor. If a clinical faculty member does not have a practice site (e.g., those providing non-clinical advanced pharmacy practice experiences), then their clinical site activities will not be reviewed by the Continuing Contract and Promotion Committee.

The candidate for promotion to Clinical Full Professor must have served as a Clinical Associate Professor for at least five years and achieved a rating of III in at least two out of three categories, and not less than a II in the third category, of service, teaching and scholarship as evaluated by the Continuing Contract and Promotion Committee.

6.5 Summary of requirements for promotion for continuing contract faculty

Promotion Type	Minimum Years required since last promotion	Required rating in teaching, scholarship, and service
Assistant to Associate Professor	4	III in at least two categories; and not less than a II in the third category
Associate to Full Professor	5	III in at least two categories; and not less than a II in the third category

6.6 Summary of requirements for promotion for clinical faculty

Promotion Type	Minimum Years required since last promotion	Required rating in teaching, scholarship, and service
Clinical Assistant to Clinical Associate Professor	4	III in at least two categories; and not less than a II in the third category
Clinical Associate to Clinical Full Professor	5	III in at least two categories; and not less than a II in the third category

7. Activities Considered for Promotion

The activities considered for promotion at the COP are scholarship, teaching, patient care, and service.

8. Scholarship

All faculty members applying for promotion must participate in scholarly activities through presentations, publications, and pursuit of funding. The COP recognizes the four types of scholarship defined by Boyer, as follows:

- Scholarship of discovery (research)
- Scholarship of integration (association of isolated facts into perspective)
- Scholarship of application (integration of new concepts and discoveries into service)
- Scholarship of teaching (development of new or improved methodologies)

All forms of scholarship should be measured as finished products. For example, research should lead to publications; otherwise, it is inconclusive and not an accomplishment. Similarly, it is not sufficient for faculty members engaged in scholarship of teaching to develop innovative pedagogical tools; the effect of such tools must be assessed formally, and the results published in didactic-oriented journals or similar media.

The Continuing Contract and Promotion Committee strongly recommends that faculty, utilizing all available information on publication standards, carefully scrutinize target journals before submission. Faculty are advised to avoid publishing in journals that, for a fee, publish papers without a *bona fide* peer-review process, engage in publishing operations that lack transparency on the peer-review process, are not affiliated with a reputable university, academic publishing company, or organization, and often engage in excessive use of spam email to solicit manuscripts or editorial board membership.

All scholarship domains are valuable. While scholarly output can take many forms, publications in peer-reviewed journals, books, book chapters, and monographs are the most commonly accepted evidence of scholarship productivity. Receiving peer-reviewed funding is another expression of academic success, federal funding valued more highly than private funding, although grants are expected to lead to publications. Posters and podium presentations at international, national, or regional meetings also are important scholarship activities considered as intermediate steps in the preparation of full-fledged, peer-reviewed publications. In any event, the faculty member must demonstrate a consistent and clearly defined scholarship program.

Both the quantity and quality of scholarly output will be evaluated by the Committee. Since variation exist at all levels, it is difficult to establish strict quantitative criteria for scholarship. Publications reporting new research will be given greater weight than review articles. Insofar as the COP is attempting to stimulate the faculty to pursue scholarly work, primary authorship

(i.e., first author on a manuscript) will be only one of the factors considered in the evaluation toward promotion.

Only published continuing education articles that meet the requirements of scholarship of integration are acceptable as scholarly output (e.g., peer-reviewed book chapter integrated within a home study continuing education program). These requirements include the articulation of isolated and new facts into an integrated perspective not previously recognized within and/or among disciplines; expertise in the field; and work that is peer reviewed, breaks new ground, and has significant impact.

9. Teaching

Adequate teaching performance is a prerequisite for promotion in most faculty assignments. An important consideration in the evaluation of teaching performance is attaining and maintaining competence in one's field(s) of expertise. This competence must translate into presenting relevant topics in a contemporary manner through effective means of instruction. Teaching includes classroom and laboratory instruction, instruction through clinical practice, serving as a role model, developing new courses, implementing new advanced practice experiences, devising educational materials, facilitating seminars, leading case and issue discussions, utilizing innovative teaching methods, supervising student research, and writing instructional continuing education papers. The candidate applying for promotion is encouraged to provide his/her annual performance evaluation completed by his/her chairperson or supervisor that clearly states the candidate's expected teaching activities and performance. The following are examples of teaching activities for promotion:

- Coordinating didactic courses
- Coordinating laboratory courses with major responsibility (more than 75 percent) for organizing, designing, and presenting the topical sequence
- APPE course load more than the load of other faculty members with the same appointment category in the department or as established by the department chairperson
- Precepting APPE students
- Leading laboratory or small discussion groups
- Advising student-research laboratory and poster projects
- Presenting continuing education lectures based on a non-competitive process at an international, national, regional, or local level
- Teaching in other NSU educational programs for which the faculty member has not received additional monetary compensation

- Teaching a load which significantly exceeds the load of other faculty members in the department with the same appointment category per chairperson evaluation
- Coordinating three or more didactic or laboratory courses (depending on the credit hours) per year
- Coordinating three or more laboratory courses per year with major responsibility (more than 75 percent) for organizing, designing, and presenting the topical sequence

- Presenting continuing education lectures based on a non-competitive process at an international, national, or regional level
- Serving as a thesis or dissertation committee chair
- Precepting post-doctoral fellows or residents
- Directing a post-graduate residence program or fellowship

Teaching Performance Indicators include:

- Teaching load
- A portfolio containing teaching philosophy and the following:
 - ✓ Teaching materials developed
 - ✓ Development or implementation of new teaching methods
 - ✓ Development of courses and/or laboratory materials (including description, objectives, outlines, syllabi, notes, and examinations)
 - ✓ Development of clinical seminars
 - ✓ Curriculum development
 - ✓ Individual student counseling and instruction
 - ✓ Receiving distinguished teaching awards
 - ✓ Letters of recommendation from reliable, outside sources
 - ✓ Development and/or delivery of seminars and other didactic activities beyond the classroom or laboratory environment
 - ✓ Internal and external peer review
 - ✓ Letters of support from individuals who have knowledge of teaching activities

It is the candidate's responsibility to make available to the Committee all supporting documentation for the evaluation of teaching performance.

10. Service

Service to the University, College, and profession-related community events is an expected component of faculty activity, and those assigned by the Department Chair or supervisor take priority. Refusing to serve, or unwillingness to participate, in committee work are grounds for below expected performance in this activity. Special recognition for service will be associated with chairing committees and authoring policy documents. Voluntary service to professional organizations also is an important consideration.

The following are examples of service activities for promotion:

- Chairperson of University committee
- Chairperson of College committee
- Chairperson of department committee
- Member of University committee
- Member of College committee
- Member of department committee

- Officer of a regional, state, national, or international organization
- Committee chairperson of a regional, state, national, or international organization
- Committee member of a regional, state, national, or international organization
- Member of a regional, state, national, or international organization
- Delegate to a professional organization
- Student advisor
- Student interviews
- Author or coauthor of a College policy document
- Development of an innovative and ongoing College program
- Primary advisor to a graduate/postgraduate training program
- Advisor to student organizations

The evaluation of these service components requires documentation of the time, effort, quantity and quality of contribution. Awards, recognition, and letters of appreciation are examples of appropriate evidence.

It is the candidate's responsibility to make available to the Committee all supporting documentation for the evaluation of service performance.

11. Clinical Site Activities

This section contains two portions: Patient care and service at the clinical site.

11.1. Patient care

Patient care is an essential activity for Pharmacy Practice faculty members. It should be provided on a regular basis at the highest level, and within the concept of medication management services. The candidate should prepare information identifying the practice site(s) of care (pharmacy, clinic, ambulatory, etc.), types of services (pharmacokinetics, clinical consults, etc.), and number of patients cared in a regular operating condition. If available, feedback from quality assurance systems should be provided. Periodic evaluations from supervisors at the clinical site(s) should also be made available.

The candidate should furnish letters of reference from pharmacists, physicians, nurses, and administrators related to patient care contributions. Awards, letters of appreciation, and other recognition from patient service institutions are useful in the evaluation.

11.2. Service at the clinical site

Service at the clinical site, other than direct patient care, may include the following activities:

- Chairperson of a hospital or department committee

- Membership on a hospital or department committee
- Development of P & T (Pharmacy & Therapeutics) monographs, reports, MUEs (Medication Use Evaluations), etc.
- Author of a policy/procedure document
- On-call to hospital
- Outcomes intervention documentation
- Provision of staff development
- On-site educational program development/administration
- Clinical program development
- Medication management services
- Training and/or mentoring of hospital-affiliated residents and fellows

The candidate should include documentation of all services provided at the site(s), and should furnish letters of reference from pharmacists, physicians, nurses, and administrators related to his/her service contribution at the clinical site. Awards, letters of appreciation, and other recognition from clinical service institutions are useful in the evaluation.

12. Failure to Meet the Promotion Criteria

Faculty members are responsible for accessing the COP website for a current copy of the promotion guidelines. Faculty members applying for promotion are expected to have an understanding of the minimum criteria expected for promotion and evaluate their own performance in all required areas before submitting an application. In doing so, applicants can use their own knowledge and judgment, and consult with the department chair, supervisor and colleagues, to assess if their credentials meet the minimum criteria expected for promotion in a particular category. An overall failure to meet the minimum criteria expected for promotion could result in denial of promotion by the COP Dean.

An applicant who fails to demonstrate performance meriting promotion will not be reviewed for promotion again for the next two academic years after the initial application date. For example, if a faculty member applies in July 2020 and is denied promotion in January 2021, he/she may not reapply until July 2022.

13. Procedure

Candidates applying for promotion must submit a letter of intent to the Committee by a date to be determined by the Committee annually. The request should be directed in writing to the chairperson of the Promotion and Continuing Contract Committee, with an application including all the necessary documents listed in Section 14, arranged in the order listed. A similar process also should develop simultaneously with the department or division head.

14. Guidelines for Promotion

Faculty members applying for promotion should prepare and present to the Committee a portfolio containing the following information and documents in the order listed:

14.1 Personal

- a) Cover letter: The applicant can use this section to guide the committee as to what is included in his/her application portfolio.
- b) Current CV that includes academic training, teaching experience, a chronicle of research publications and presentations, internal or external funding applications, membership in professional organizations, and any other relevant material.

14.2 Recommendations

The applicant can provide recommendation letters from those known in the applicant's field, peers, and administrators as deemed necessary.

14.3 Evaluations

This section should include annual self-evaluations, annual chair evaluation, and peer evaluations if needed.

14.4 Scholarship

- a) A statement of scholarship philosophy and long-term goals and objectives, including areas and methodologies of inquiry
- b) Research summaries of selected projects
- c) Reprints of journal publications, books, and book chapters, presentations since the candidate's last promotion or date of employment
- d) Copies of research proposals submitted (funded or not-funded) since the candidate's last promotion or date of employment
- e) Copies of intellectual properties submitted; these include invention disclosures, provisional and non-provisional patent applications, issued patents, patent licensing, since the candidate's last promotion or date of employment

14.5 Teaching

- a) A narrative of the candidate's teaching philosophy
- b) Teaching load (didactic courses, laboratory, CE, APPE), courses coordinated and actual hours taught in the course
- c) Development/implementation of new teaching methods, clinical seminars, and curriculum
- d) Teaching awards

- e) Other activities as listed in section 9

14.6 Service

- a) Committees: A list of services provided to the University, College, and outside, along with letters or other forms of evidence
- b) Other services to the College/HPD/University
- c) Regional, National, and International Organizations
- d) Professional development conferences/seminars/events attended
- e) Student interviews, student advising and student organizations advising
- f) Volunteer and charitable activities
- g) Other service activities as listed in section 10

14.7 Clinical

- a) Patient care
- b) Service at the clinical sites as listed in section 11
- c) Faculty members who participate in activities at clinical sites must submit information indicating the service (pharmacy care and other) provided at the clinical site. Such information may include the number of students precepted, number of patients served, types of services rendered, and outcome measurement(s) of patient care

14.8 Other activities

The candidate can use this section to provide all other activities not listed in sections 14.1-14.7.

15. Accuracy of Information

The information provided for promotion review is expected to be as accurate as possible. Misrepresentation of information submitted may cause denial of recommendation for promotion.

16. Timeline for the Promotion Process

The purpose of the timeline is to allow for completion of the review process in a timely fashion, so that any decision may be implemented in the next contract year (it is assumed that most faculty contracts begin on July 1 and terminate on June 30 of the following calendar year). All promotions will take place on the year of approval. While the Committee process is underway, a parallel evaluation should be taking place within the candidate's academic department.

The following is an approximate timeline for the promotion process:

Sept 01	A calendar specifying all dates and deadlines pertinent to the promotion process for the upcoming contract year is distributed by the Committee to all COP faculty members.
Nov 30	Deadline for faculty members seeking promotion to submit their portfolios and all available materials relevant to promotion. The Committee remains open to the receipt of additional information throughout the review process including the review conducted by the external examiner.
Dec 01-15	The Committee begins to review the portfolios and materials submitted by candidates seeking promotion.
Dec 20	Voting on candidates 'recommendation for promotion is completed. The chairperson of the Committee informs the COP Dean of the Committee's assessments.

NOVA SOUTHEASTERN UNIVERSITY
BARRY AND JUDY SILVERMAN COLLEGE OF PHARMACY
PROMOTION AND CONTINUING CONTRACT
STANDARDS FOR CONTINUING CONTRACT

STANDARDS FOR CONTINUING CONTRACT

1. Introduction

The purpose of this section of the document is to establish criteria for systematic and ongoing evaluation of regularly appointed COP faculty members in their pursuit of continuing contract status. Faculty with the rank of Assistant, Associate, and Professor are eligible for continuing contract. Faculty with administrative, clinical and instructor ranks are on annual contract.

2. Continuing Contract Review

Eligible faculty members will be reviewed by the Promotion and Continuing Contract Committee independent of the annual evaluations conducted by the department chairpersons, research division heads, and/or program directors. This section contains two portions: Statements on policy and a timetable for the review process.

2.1 Policy

Continuing contract status will be awarded to regularly appointed faculty members with the rank of Assistant, Associate, and Professor who have met COP expectations in the areas of teaching, scholarship, service, and site-specific activities, as applicable.

After being reviewed by their department chairperson, research division head, and/or program director at the end of their first, second, and third years of employment, faculty members will be evaluated by the Promotion and Continuing Contract Committee in the fourth year and, again, during the fourth year of each subsequent contract. In addition to the materials required for an annual self-evaluation, each faculty member under review for continuing contract will provide a portfolio by the date announced by the Committee, with supporting documentation, identifying the faculty member's accomplishments during the review period. It is the primary responsibility of the candidate, through written narrative and accompanying evidence, to describe clearly the significance of his/her contributions to the mission of the COP. The portfolio will be reviewed by the Committee and used to recommend or not recommend awarding continuing contract status. Members of the Committee will recuse themselves when conflicts of interest arise (*i.e.*, in case of their own evaluations).

The criteria by which faculty members are evaluated for continuing contract status are listed in Section 3, and include teaching, scholarship, service, and site-specific activities. The

detailed results of the evaluation will be reported to the COP Dean. In all cases, the COP Dean's decision will be forwarded to the HPD Chancellor and a final decision will be made by the NSU President.

2.2 Timetable

The appointment and reappointment process in the COP will proceed along the following timetable per NSU policy on Reappointment process for faculty on the continuing contract track:

The annual reappointment process is initiated in the college by a review of the candidate's performance in reference to the criteria specified by the college and NSU for successful professional performance. Annual reviews are conducted by the department chair and reviewed and approved by the dean or designee. If the faculty member does not report to a department chair, the dean or designee will conduct the review. Peer review is required, at a minimum, for decisions regarding the awarding of initial and renewal of continuing contract and promotions.

Renewal will require a recommendation by the Dean, Provost/Executive Vice President for Academic Affairs and then to the President who makes the final decision.

- The first appointment is for one year with a review performed and notice of renewal or non-renewal no later than March 31st.
- The second appointment is for one year with a review performed and notice of renewal or non-renewal no later than February 28th.
- The third appointment is for one year. The faculty member will receive a one-year notice of renewal or non-renewal of their faculty appointment with a notification date no later than June 30th.
- The faculty member in his/her fourth year will be reviewed for consideration of their first continuing contract. The faculty member will receive a one-year notice of renewal or non-renewal of their faculty appointment with a notification date no later than June 30th.
- After the fifth year, the faculty member will be awarded continuing contract with the continuing contract commencing at the end of the year. Faculty members who do not receive a continuing contract complete their final year of employment.

3. Evaluation Criteria

This section establishes criteria used by the Promotion and Continuing Contract Committee in its periodic review of faculty members who seek continuing contract status. While individuality among faculty members is expected and encouraged, four review areas are identified, as applicable: Teaching, scholarship, service, and site-specific activities.

3.1 Teaching

Teaching is an expected component of all faculty responsibilities and an essential part of the University's mission. Adequate performance through the provision of effective instruction at any or all levels is expected but may not be sufficient for gaining continuing contract status. An important consideration in the evaluation of teaching performance is attaining and maintaining competence in one's field(s) of expertise. This competence must translate into presenting relevant topics in a contemporary manner through effective means of instruction. Teaching includes classroom and laboratory instruction, instruction through clinical practice, serving as a role model, developing new courses, implementing new advanced practice experiences, devising educational materials, facilitating seminars, leading case and issue discussions, utilizing innovative teaching methods, supervising student research, and writing instructional continuing education papers.

Teaching activities may include the following:

- Coordinating didactic courses
- Coordinating laboratory courses with major responsibility (more than 75 percent) for organizing, designing, and presenting the topical sequence
- Precepting APPE courses
- Teaching a load consistent with the load of other faculty members in the department with the same appointment category or as established by the department chairperson
- Leading laboratory of small discussion groups
- Advising student-research laboratory and poster projects
- APPE course load consistent with the load of other faculty members with the same appointment category in the department or as established by the department chairperson
- Serving as thesis or dissertation committee chair
- Precepting post-doctoral fellows or residents
- Presenting continuing education lectures based on a non-competitive process at an international, national, regional, or local level
- Teaching in other NSU educational programs for which the faculty member has not received additional monetary compensation
- Directing a post-graduate residence program or fellowship

It is the candidate's responsibility to make available to the Committee all supporting documentation for the evaluation of teaching performance.

Faculty members being reviewed for continuing contract status by the Promotion and Continuing Contract Committee may include in their portfolio the following materials as evidence of their teaching activities:

- Teaching philosophy
- Teaching load, course coordinated and hours taught in each course
- Teaching materials developed
- Development or implementation of new teaching methods

- Development of courses and/or laboratory materials (including description, objectives, outlines, syllabi, notes, and examinations)
- Development of clinical seminars
- Curriculum development
- Individual student counseling and instruction
- Receiving distinguished teaching awards
- Letters of recommendation from reliable, outside sources
- Development and/or delivery of seminars and other didactic activities beyond the classroom or laboratory environment
- Internal and external peer review
- Letters of support from individuals who have knowledge of teaching activities

3.2 Scholarship

All faculty members seeking continuing contract status must participate in scholarly activities through presentations, publications, and funding. The COP recognizes the four types of scholarship defined by Boyer, as follows:

- Scholarship of discovery (research)
- Scholarship of integration (association of isolated facts into perspective)
- Scholarship of application (integration of new concepts and discoveries into service)
- Scholarship of teaching (development of new and improved methodologies)

All forms of scholarship should be measured as finished products. For example, research should lead to publications; otherwise, it is inconclusive and not an accomplishment. Similarly, it is not sufficient for faculty members engaged in scholarship of teaching to develop innovative pedagogical tools; the effect of such tools must be assessed formally and the results published in didactic-oriented journals or similar media.

All scholarship domains are valuable. While scholarly output may take many forms, publications in peer-reviewed journals, books, and book chapters are the most commonly accepted evidence of success. Receiving peer-reviewed funding is another expression of academic success, federal funding is valued more highly than private funding, although grants are expected to lead to publications. Posters and podium presentations at international, national, or regional meetings also are important scholarship activities considered as intermediate steps in the preparation of full-fledged, peer-reviewed publications.

Both the quantity and quality of scholarly output will be evaluated by the Committee. Three articles in peer-reviewed journals per review period, regardless of order of authorship, are recommended but may not be sufficient for being awarded continuing contract status. In addition, books, book chapters, intellectual properties, grants, posters, and podium presentations will be considered by the Committee. In the final analysis, since each case is unique, it will be up to the Committee to assess the level of scholarship demonstrated by the

candidate. Publications following a strong methodology will be given greater weight than review articles.

Only published continuing education articles that meet the requirements of scholarship of integration are acceptable as scholarly output. These requirements include the articulation of isolated and new facts into an integrated perspective not previously recognized within and/or among disciplines; expertise in the field; and work that is peer reviewed, breaks new ground, and has significant impact.

The following are examples of scholarly activities:

- Publication of articles in peer-reviewed journals
- Publication of books and book chapters
- Publication of intellectual properties
- Posters and podium presentations at international, national, and regional meetings
- Applying for grants as PI, co-PI, or collaborator
- Receiving grant funds from inside NSU
- Receiving grant funds from outside of NSU
- Receiving contracts from outside of NSU

It is the candidate's responsibility to make available to the Committee all supporting documentation for the evaluation of scholarship performance.

3.3 Service

Service to the University, College, community, and profession is an expected component of faculty activity. Refusing to serve, or unwillingness to participate, in committee work are grounds to be rated at below expected performance in this activity. Special recognition for service will be associated with chairing committees and authoring policy documents. Voluntary service to professional and civic organizations is also an important consideration.

The following are examples of service activities:

- Chairperson of University committee
- Chairperson of College committee
- Chairperson of department committee
- Member of University committee
- Member of College committee
- Member of department committee
- Officer of a regional, state, national, or international organization
- Committee chairperson of a regional, state, national, or international organization
- Committee member of a regional, state, national, or international organization
- Member of a regional, state, national, or international organization
- Delegate to a professional organization

- Student advisor
- Student interviews
- Author or coauthor of a College policy document
- Author or coauthor of an organization's policy document
- Development of an innovative and ongoing College program
- Primary advisor to a graduate/postgraduate training program
- Being editor or contributing editor of a journal
- Being a referee for a peer-reviewed journal
- Facilitation of broadcast lectures
- Advisor to student organizations
- Volunteer or charitable activities

The evaluation of these service components requires some level of documentation for the time, effort, and quality of contribution. Awards, recognition, and letters of appreciation are examples of appropriate evidence.

It is the candidate's responsibility to make available to the Committee all supporting documentation for the evaluation of service performance.

3.4 Site-specific activities

Patient care is an essential activity for faculty members with clinical responsibilities. It should be provided on a regular basis at the highest level, and within the concept of pharmaceutical care. The candidate should prepare information identifying the practice site(s) of care (pharmacy, clinic, ambulatory, etc.), types of services (pharmacokinetics, clinical consults, etc.), and number of patients cared in a regular operating condition. If available, feedback from quality assurance systems should be provided. Periodic evaluations from supervisors at the clinical site(s) should also be made available.

The candidate should furnish letters of reference from pharmacists, physicians, nurses, and administrators related to patient care contributions. Awards, letters of appreciation, and other recognition from patient service institutions are useful in the evaluation.

Service at the clinical site, other than direct patient care, may include the following activities:

- Chairperson of a hospital or department committee
- Membership on a hospital or department committee
- Development of P & T (Pharmacy & Therapeutics) monographs, reports, MUEs (Medication Use Evaluations), etc.
- Author of a policy/procedure document
- On-call to hospital
- Outcomes intervention documentation
- Provision of staff development
- On-site educational program development/administration

- Clinical program development
- Medication management services

The candidate should include documentation of all services provided at the site(s) and should furnish letters of reference from pharmacists, physicians, nurses, and administrators related to his/her service contribution at the clinical site. Awards, letters of appreciation, and other recognition from clinical service institutions are useful in the evaluation.

4. Guidelines for Continuing Contract

Faculty members applying for continuing contract should prepare and present to the Committee a portfolio containing the following information and documents in the order listed:

4.1 Personal

- a) Cover letter: The applicant can use this section to guide the committee as to what included in his/her application portfolio.
- b) Current CV which includes academic training, teaching experience, a chronicle of research publications and presentations, membership in professional organizations, and any other material of interest.

4.2 Recommendations

The applicant can provide recommendation letters from those known in the field, peers, and administrators as deemed necessary.

4.3 Evaluations

This section should include annual self-evaluations, annual chair evaluation, and peer evaluations if needed.

4.4 Scholarship

- a) A statement of scholarship philosophy and long-term goals and objectives, including areas and methodologies of inquiry
- b) Research summaries on selected projects
- c) Reprints of journal publications, books, book chapters, presentations since the candidate's last promotion or date of employment
- d) Copies of research proposals submitted (funded or not-funded) since the candidate's last promotion or date of employment
- e) Copies of intellectual properties submitted; these include invention disclosures, provisional and non-provisional patent applications, issued patents, patent licensing, etc.

4.5 Teaching

- a) A narrative teaching philosophy
- b) Teaching load (didactic courses, laboratory, CE, APPE), courses coordinated and hours taught within the College's curriculum (i.e., Pharmacy, PhD, Master's)
- c) Volunteer teaching in other colleges
- d) Development/implementation of new teaching methods. Clinical seminars, and curriculum
- e) Teaching awards
- f) Other activities as listed in section 3

4.6 Service

- a) Committees: A list of services provided at the University, College, and outside, along with letters or other forms of evidence.
- b) Other services to the College/HPD/University
- c) Regional, National, and International Organizations
- d) Professional development conferences/seminars/events attended
- e) Student interviews, student advising and student organizations advising
- f) Volunteer and charitable activities
- g) Other service activities as listed in section 3

4.7 Clinical

- a) Patient care
- b) Service at the clinical sites as listed in section 3
- c) Faculty members who participate in activities at clinical sites must submit information indicating service (pharmacy care and other) provided at the clinical site. Such information may include number of students precepted, number of patients served, types of services rendered, and outcome measurement of patient care.

4.8 Other activities

The candidate can use this section to provide all other activities not listed in sections 4.1-4.7.

5. Mid-Year Hiring

Faculty members who are hired on or before October 15 will receive a first-year appointment from the date of hire to the end of June of the following year, and will be reviewed according to the established timetable. Faculty members hired after October 15 will have the option of delaying review for one year.

6. Credit for Experience Applied to Continuing Contract

During the hiring process, the COP Dean may negotiate the contract terms of senior faculty members. Senior faculty members are individuals who have received tenure at another institution or who possess substantial experience as a full-time faculty member at another institution. Senior faculty members may receive credit toward continuing contract (*i.e.*, one, two, or three years). However, no faculty member hired from another institution will automatically be given continuing contract status at the time of hire.

7. Extension of Review Period

Under special circumstances, a faculty member on continuing contract track may petition the Dean for a one-year extension of the review process. The request for an extension must be submitted by September 1st of the faculty member's fourth year of continuous employment or continuing contract cycle, that is, the academic year for which the review process is scheduled.

8. Renewal of Continuing Contract

Faculty members awarded continuing contract status will undergo an annual performance review as do all faculty. A review for renewal of continuing contract status will take place in the fourth year of each continuing contract cycle. If continuing contract status is renewed, the next appointment will begin at the end of the contract of the following year. The review process will be similar to the one described in the initial fourth year of the faculty member's continuing contract track. The Dean will have the discretion to extend the contract review period by one year. If the continuing contract is not renewed, the faculty member will be notified in writing by the Dean and given a one-year notice of non-renewal that will begin at the end of the continuing contract in place.

9. Appeals Process

Faculty members who are not awarded continuing contract status may appeal the decision in writing within 30 days after the Dean's notification. The letter/document must be addressed to the HPD Chancellor and specify the reason(s) for the appeal. If the appeal is denied by the HPD Chancellor, the faculty member may appeal the decision in writing to the NSU's President or Provost within 30 days after the Chancellor's notification. The letter must specify the reason(s) for the appeal. The President's decision is binding.