

School of Pharmacy

Committee on Academic Staff Issues 2008-09 charges:

1. Continue to represent SoP academic staff members and make recommendations to the Dean about the development of policies and procedures concerning academic staff, including personnel matters; in the development of opportunities for participation by academic staff members in division/unit and School governance and committee work; in the development of opportunities for recognition of contributions by academic staff members to the mission and strategic priorities of the School; and in the development of mentoring and professional development programs for SoP academic staff.
2. Continue to discuss and make recommendations to the Dean about improvements to the academic staff evaluation system and ideas for School-level award(s) for academic staff.
3. Continue the development of the CASI website to enhance communication and to disseminate information important to the academic staff. In particular, create a process for gathering and listing information about academic staff professional development opportunities.
4. Continue the practice of sending a “welcome letter” to all new academic staff members of the School introducing them to CASI and its activities.
5. Maintain a relationship with the University-level Academic Staff Assembly and integrate meaningfully with that group.
6. Construct meeting agendas and maintain detailed minutes of Committee discussions, actions and recommendations. In addition, provide a short, written report to the Dean by June 30 2009 summarizing the year’s activities of the Committee and how the activities support the mission and strategic priorities of the School. These documents will be posted, as appropriate, on the developing SoP Committee Activities webpage to keep the School informed.
7. Bring items and issues forward for faculty discussion/decision making throughout the year, as appropriate. If requested by the Dean, provide a short verbal report of the past year’s Committee activities to the faculty at a Fall 2009 Faculty/Staff meeting.

**School of Pharmacy Committee on Academic Staff Issues
Annual Report
Sept 2008 - June 2009**

Committee members: Dale Wilson (chair) (Res; to 9/2009); Robert Moore (Res; to 9/2009); Joan Palmer (Inst/Ad; to 9/2009); Beth Rosen (Inst/Ad; to 9/2010); Thomas Stringfellow (Res; to 9/2010); Amy Zwaska (Inst/Ad; to 9/2009); Rosa Garner, School of Pharmacy Ombuds; Jeanette Roberts, *ex officio*

The Committee on Academic Staff Issues (CASI) is pleased to report several main accomplishments in 2008-2009; each is listed below. We found it effective to schedule several "working" meetings in addition to or instead of our regular monthly meetings, in which we focused on a specific task with an individual taking responsibility for the next step after the meeting. For example, we worked as a group on revising the employee performance evaluation forms and one member worked on making the changes in the document that the group had agreed upon.

The committee was pleased that on several occasions, SoP academic staff members who are not CASI members attended and participated in CASI meetings. The committee wishes to acknowledge the contributions of Rosa Garner, SoP Ombuds, including her consistently helpful suggestions, willingness to work with the committee, and for facilitating a brainstorming session for SoP staff for awards and recognition ideas.

Employee Performance Evaluation: During summer 2008, we gathered data from SoP academic staff members via a web-based survey about the current employee evaluation process and forms. CASI members summarized data and used this information to guide revision of the academic staff employee evaluation procedures. We acknowledge and thank Pratima Sharma, SoP personnel office, who was very helpful to the committee in carrying out this task. The revised procedures and forms were used in the 2009 academic staff employee evaluations. In the revised procedures, both employees and supervisors are asked to complete the performance evaluation forms, included in Appendix 1. (*Committee charge #1*)

CASI Website: One of the CASI members carefully checked the CASI website to make sure that the agendas, minutes and other relevant documents are correct and in place. We found that it worked very well for an individual committee member to take on this responsibility. The CASI website includes links to many useful academic staff resources within the School and UW, including staff development opportunities. (*Committee charges #3, 6*)

SoP 2010 Strategic Plan: Dean Roberts asked the CASI to comment on the School's strategic plan and develop revisions, particularly regarding the areas involving academic staff. One of CASI's working meetings focused on strategic plan recommendations. One of the CASI members took the lead on putting together the individual suggestions into one document that was provided to the Dean and is attached in Appendix 2.

Several CASI members attended the school-wide meeting to discuss the strategic plan. *(Committee charges # 1, 7)*

Academic Staff Welcome Letter: The CASI welcome letter has been completed, however we recently discovered that we need to develop a procedure for ensuring the letter goes out to new academic staff members. CASI members are currently working on developing a plan for this. One of the committee members has spoken with personnel office and information technology staff to understand the process of hiring/adding a new person to the payroll and SoP computer network. This information will help us to design a procedure for ensuring the welcome letter goes out to new employees. Also, the welcome letter (Appendix 3) will be included on the SoP CASI website. *(Committee charge #4)*

Academic & Classified Staff Awards and Recognition: Dean Roberts requested that the CASI develop some ideas for ways in which the School can recognize both academic and classified staff. The UW School of Education has established some staff awards and we looked at information on their website as a possible model, and will look at other units within the UW for additional ideas. We invited all academic and classified staff members to participate in a brainstorming session in June 2009 to identify ideas for meaningful staff awards; meeting notes are included in Appendix 4. We plan to work in July and August to further develop ideas. *(Committee charges #1, 2, 3)*

UW Academic Staff Assembly: Amy Zwaska, Academic Staff Assembly member and SoP CASI member continued to routinely reports at CASI meetings on academic staff issues at the University level. *(Committee charge #5)*

Annual Breakfast with the Dean: The annual academic staff breakfast with the Dean was held on February 18, and was attended by more than 25 people. Dean Roberts provided an update about the current budget situation and invited questions and comments from staff. A CASI member did a brief demonstration of the CASI website. *(Committee charge #1)*

- APPENDIX 1:** Revised Employee Performance Evaluation Forms
(Supervisor and Employee)
- APPENDIX 2:** CASI's Strategic Plan Comments for the Dean
- APPENDIX 3:** CASI Welcome Letter
- APPENDIX 4:** Ideas from Academic and Classified Staff for Recognition & Awards

APPENDIX 1: Revised Employee Performance Evaluation Forms

School of Pharmacy Annual Employee Performance Evaluation (to be completed by SUPERVISOR)

Instruction for Supervisor:

- Please use this form to carefully evaluate employee's work performance in relation to current job requirements. (Employee's current position description is attached for your convenience.)
- Discuss performance with the employee at a face-to-face meeting. The employee has been asked to complete a similar form for discussion at this meeting. Please sign the form and obtain the employee's signature.
- Retain one copy for your records, give one to the employee and forward the signed original of this form and a copy of the employee's completed Self Evaluation Form to: Pratima Sharma, Human Resources Manager, Room 1121B, Rennebohm Hall by **April 30, 2009.**

Name:	Title:
Review Period: 2008	Supervisor:

Exceeds standard: Performance is exceptional on a consistent basis. Results clearly exceed most position requirements.

Meets standard: Competent and dependable level of performance. Meets performance standards of the job.

Needs Improvement: Performance is deficient in certain areas. Progress is necessary to meet job requirements.

Not Applicable: Indicate N/A if the skill area is not applicable to the position being evaluated.

	Exceeds Standard	Meets Standard	Needs Improvement
Judgment/Independence (e.g., decides correct course of action when some choice can be made, identifies problems and takes initiative in solving them, evaluates merit of ideas/facts and arrives at sound conclusions.)			
Productivity/Accomplishments (e.g., is precise and timely in carrying out duties, meets deadlines and schedules under normal conditions, contributes to the goals of the immediate working unit.)			
Dependability/Reliability (e.g., demonstrates adherence to policies and procedures, assumes responsibility for assignments, follows through to task completion.)			
Creativity/Initiative (e.g., meets changing conditions and situations, utilizes available resources to solve problems, originates or develops ideas or solutions, strives for excellence.)			
Job Knowledge/Rate of Learning (e.g., learns quickly and acquires necessary skills, comprehends job procedures and methods, utilizes previous experience in position.)			
Work Habits/Work Quality (e.g., receptive to suggestions and constructive criticism, enthusiastic in attempts to improve performance, keeps accurate records and is dedicated to accuracy, makes efficient use of resources, completes work timely and accurately.)			

OVER

	Exceeds Standard	Meets Standard	Needs Improvement
Interpersonal/Communication Skills (e.g., listens, communicates well with others, works well with others, maintains a positive attitude, willing to serve as a resource to others, treats others with respect.)			
Please give an overall appraisal of the employee's job performance.			
What can the employee do to increase his/her value to the organization?			
Future performance objectives and results expected.			
Employee comments:			
The signatures below do not necessarily indicate agreement, but indicate that the employee and supervisor have had an opportunity to read and discuss this review.			
Supervisor's signature		Date	
This evaluation has been discussed with me.			
Employee's signature		Date	

**School of Pharmacy
Annual Employee Self Evaluation
(to be completed by EMPLOYEE)**

Instruction for Employee:

- Carefully evaluate your work performance in relation to current job requirements. (Your current position description is attached for your convenience.)
- Please complete this form and discuss it with your supervisor at a face-to-face meeting. Your supervisor has been asked to complete a similar form to evaluate your performance. You both will be asked to sign the form, and your supervisor will forward the signed original along with a copy of this Self-Evaluation form to Pratima Sharma, School of Pharmacy Human Resources Manager by **April 30, 2009**.

Name:	Title:
Review Period: 2008	Supervisor:

Exceeds standard: Performance is exceptional on a consistent basis. Results clearly exceed most position requirements.

Meets standard: Competent and dependable level of performance. Meets performance standards of the job.

Needs Improvement: Performance is deficient in certain areas. Progress is necessary to meet job requirements.

Not Applicable: Indicate N/A if the skill area is not applicable to the position being evaluated.

	Exceeds Standard	Meets Standard	Needs Improvement
Judgment/Independence (e.g., decides correct course of action when some choice can be made, identifies problems and takes initiative in solving them, evaluates merit of ideas/facts and arrives at sound conclusions.)			
Productivity/Accomplishments (e.g., is precise and timely in carrying out duties, meets deadlines and schedules under normal conditions, contributes to the goals of the immediate working unit.)			
Dependability/Reliability (e.g., demonstrates adherence to policies and procedures, assumes responsibility for assignments, follows through to task completion.)			
Creativity/Initiative (e.g., meets changing conditions and situations, utilizes available resources to solve <u>problems</u> , originates or develops ideas or solutions, strives for excellence.)			
Job Knowledge/Rate of Learning (e.g., learns quickly and acquires necessary skills, comprehends job procedures and methods, utilizes previous experience in position.)			
Work Habits/Work Quality (e.g., receptive to suggestions and constructive criticism, enthusiastic in attempts to improve performance, keeps accurate records and is dedicated to accuracy, makes efficient use of resources, completes work timely and accurately.)			

Deleted:

OVER

	Exceeds Standard	Meets Standard	Needs Improvement
Interpersonal/Communication Skills (e.g., listens, communicates well with others, works well with others, maintains a positive attitude, willing to serve as a resource to others, treats others with respect.)			
Please give an overall appraisal of your job performance.			
What I can do to increase my value to the organization?			
Future performance objectives and results expected.			
Additional comments:			

**APPENDIX 2: CASI's Strategic Plan Comments for the Dean
(CASI changes/comments are underlined)**

**UW-Madison School of Pharmacy
Strategic Plan 2005-2010
School of Pharmacy
Strategic Priorities 2005-2010**

Priority 1. Assure that our students are of the highest quality and exhibit the attributes necessary for success.

Identifying, recruiting, admitting and retaining a diverse student population of the highest quality in all of our programs will require ongoing assessment of the School of Pharmacy's admissions policies and process and will require engagement of the faculty and staff in recruitment and mentoring prospective and enrolled students.

Objectives

1. To design an admissions process to admit a PharmD student body who possess the characteristics necessary to succeed academically as student pharmacists and professionally as practicing pharmacists.

2. To design an admissions process to admit a body of graduate students and pharmacology and Toxicology baccalaureate students who possess the characteristics necessary to succeed academically as student scientists, and professionally as educators and research leaders.

3. To admit a diverse student body that will become leaders within the profession, who will recognize the importance of innovation and research, who will possess the attributes necessary to become educators, and who will be patient focused.

4. To increase the diversity of the Student applicant pool. – Isn't this original priority #6 (#7 below)?

5. To provide ongoing support to all students to encourage success in the university and to provide skills for professional success after graduation.

Priority 2. Integrate and enhance learning.

The School of Pharmacy has cultivated a tradition of high quality education in all programmatic areas. Faculty and staff recognize that the complexity, depth, and breadth of current content in the curriculum require continuous self-analysis and utilization of new approaches to update the curriculum. Furthermore, the School through its outreach efforts plays a fundamental and significant role in the promotion and support of life-long learning for our graduates.

Objectives

1. To be nationally and internationally recognized for innovation and excellence in graduate education as well as PharmD and Toxicology/Pharmacology education.

2. To improve student performance as measured by a variety of assessment domains such as clinical exams and summative course exams.

3. To further develop resources that will assist students to overcome academic and personal challenges.

4. To improve the process, validity, and reliability of student evaluations by clinical instructors.

5. To investigate and implement innovative technology and teaching methods that can enhance student learning and that can engage them more effectively in the learning process.

6. To assess the curriculum in order to identify opportunities for content integration and collaboration that will improve learning.

7. To promote, support, and offer opportunities for interaction and learning with other health profession students and practitioners as well as colleagues in other related fields.

8. To promote, support, and offer opportunities to learn about the health of populations around the globe.

9. To enhance and assess the cultural awareness of our students so that they are prepared to live and work effectively with diverse populations.

10. To promote professionalism in the classroom and in practice.

Priority 3. Attract, recruit and retain PharmD graduates into graduate programs.

Innovative approaches for attracting pharmacists to pharmacy graduate programs must be a priority for the School because individuals with pharmacy backgrounds are urgently needed to serve as pharmacy school faculty. To complement

this effort, there must be an on-going commitment to support current initiatives to sustain excellence in the School's graduate programs.

Objectives

1. To increase the number of PharmDs, pharmacy graduates and other students who apply to our graduate and post-graduate training programs.
2. To increase the number of pharmacy students participating in pharmacy residency programs.
3. To increase the number of post-residency fellowship opportunities.
4. To establish a graduate program in the Pharmacy Practice Division.
- 5. To develop a PharmD/Post Doctoral Fellowship program that would combine the PharmD program with postdoctoral research in the SOP**

Priority 4. Recognize and promote Post Doctoral Research Staff

The School of Pharmacy recognizes that post-doctoral scientists play an important role in the school, and have special needs that are distinct from the needs of Academic Staff. To meet these needs, the SOP will strive to provide a welcoming environment for Post-doctoral employees, and to provide resources to foster their continuing professional success.

Objectives

- 1. To provide workshop opportunities to help post-docs to improve their CV/ job applications**
- 2. To provide opportunities for Post doc representation in the governing of the SOP**
- 3. To provide networking resources and information about career options**
- 4. To provide opportunities for post docs to improve their teaching skills and document their experience teaching.**

Priority 5. Attract outside resources and provide opportunities for faculty, staff, and student support and development.

The School of Pharmacy has a long history of first-class research, a nationally and internationally recognized and respected faculty, a cutting-edge professional curriculum, a first-rate graduate program, and a staff that is fully committed to the School's activities. In order to maintain preeminence, it is fundamental to our mission that the School recruits **and retains** outstanding faculty and staff and maintains and enhances our physical facilities and infrastructure.

Objectives

1. To develop an aggressive fund raising strategy to identify resources:
 - a. to recruit, retain, and renew high-quality faculty and appropriately support their research, teaching, service, and practice activities,
 - b. to provide educational opportunities and financial support for all students,
 - c. to provide incentives and support for professional development for all staff**
 - d. to maintain and enhance the Rennebohm Hall physical plant,
 - e. to maintain and enhance state-of-the-art instrumentation, equipment, and computer hardware and software to further current research and expand research opportunities and infrastructure,
 - f. to maintain and enhance our classrooms and teaching laboratories to support curricular goals,
 - g. to rapidly respond to emerging research and education opportunities.
 - h. to provide a source of short-term emergency funds to support staff during temporary gaps between grant funding.**
2. To assure that each faculty member has an active research program or is engaged in some form of scholarly activity.
- 3. Assure that all academic staff members have the opportunity to engage in ongoing professional development; create and disseminate specific guidelines about the availability of, and the process for obtaining, financial support to pursue such professional development.**
4. To attract funding that supports the contributions of faculty with clinical practices.
5. To implement a **mandatory** merit review process that reflects the mission and priorities of the School and appropriately rewards exceptional performance and productivity for each faculty and staff member.
6. To encourage and recognize collaboration and partnerships within and outside the School that increase opportunities for the sharing of funds and opportunities for faculty **and staff** success.
7. To promote professional development of all faculty, staff, and pharmacy practitioners.
8. To adequately mentor and carefully monitor the progress of junior faculty **and staff members.**

Priority 6. Improve internal and external collaboration and further a sense of community within the School of Pharmacy.

Teamwork and collaboration are time-tested concepts that have benefited research, teaching, and practice. It is critical that the School supports, promotes, and rewards efforts to increase opportunities for collaboration and community building within and outside the School.

Objectives

1. To improve the exchange of information among **all people** in the School of Pharmacy about research interests in order to foster an atmosphere of collaboration within the School and to generate cross-division research connections.
2. To provide a forum for faculty presentations about their research, teaching, and practice activities.
- 3. To provide opportunities and incentives to increase interaction between all members of the SOP academic community**
4. To attract faculty candidates who are interested in collaboration and have research or practice interests that have a potential for collaboration and to develop a policy and process for promoting interdisciplinary collaboration and for rewarding these collaborative efforts.
5. To develop a plan to cultivate new and improve existing relationships with external stakeholders.
6. To promote and support broad-based teaching, research, and practice collaborations within the School, on campus, and with practitioners and researchers nationally and internationally.

Priority 7. Increase diversity.

The School of Pharmacy must have a commitment to increasing diversity within the faculty and staff ranks, and among undergraduate, graduate, and professional students, and a commitment to achieving the goals of the University's Plan 2008. Furthermore, the School must assure, to the greatest extent possible, that the curriculum, research, and faculty/staff recruitment and retention efforts reflect the importance of diversity in education and training.

Objectives

1. To more aggressively recruit potential students, staff, and faculty from diverse backgrounds.
2. To increase the number of clerkship opportunities provided by under-represented minority (gender, race, and class) clerkship instructors and/or located in areas serving under-represented populations.
3. To increase the number of under-represented minority students, faculty, and staff in order to more closely reflect the demographics of Wisconsin.
4. To increase the cultural sensitivity of all faculty, staff, and students in order to create a more inclusive and welcoming environment in the School and to enhance patient care.

Priority 8. Influence the practice of pharmacy and health care delivery.

Pharmacists are an integral part of a successful health care system. School of Pharmacy faculty are an invaluable resource for pharmacy practitioners and numerous private and public groups, organizations, and agencies. The faculty and students can have a significant influence on the pharmacy practice environment helping to enhance awareness of the profession and through governmental advocacy. Furthermore, the School and its faculty can influence practice by supporting collaboration between faculty and practitioners, by promoting innovative practice models and by supporting the School's outreach activities. Finally, the School will have a significant impact on practice by assuring that pharmacy education is first-rate and relevant in the "real world" of contemporary practice.

Objectives

1. To increase public awareness of the clinical and consultative services provided by pharmacists.
2. To assess the current condition of the practice of pharmacy in Wisconsin, in collaboration with practitioners and national and state professional organizations, so that opportunities for networking and the promotion/introduction of practice models that further the practice of pharmacy can be explored and implemented.
3. To increase faculty and student membership and involvement in professional organizations at the state, national, and international level.

Faculty: Defined in this document to include tenure track, CHS track, and clinical track individuals.

Staff: Defined as any classified and unclassified staff who do not fall under the faculty definition.

The following are additional points that CASI members would like to see included in the strategic plan:

1) Research should be identified as a separate priority for the School, since it is such a critical part of the School.

2) Equity should be addressed (both internal and external salary inequities). This is an extremely important issue for staff morale and school climate. Obviously, salaries within the School should not be lower than salaries for comparable jobs outside of the School (or at comparable institutions). But maybe even more importantly, salaries should be equitable within the School (staff are aware of new employees hired for the same job receiving a much higher salary with no apparent reason).

Staff need more information about types of appointments available (e.g., rolling horizon), opportunities for promotion, and process for requesting reviews.

3) A budget plan (with transparency) is needed, and staff need to be involved in the budget process. It is helpful and necessary for staff to understand budget constraints, funds available, and to be able to participate in a process to request funds. A framework or some type of parameters would be helpful to know what is reasonable to request. Coverage for work and supplies that cannot be charged directly to a grant is needed. Grant budgets include overhead to cover these expenses, but it is unclear how much comes back to the School, how much is available for these needs.

APPENDIX 3: CASI Welcome Letter

Dear _____:

Welcome to the School of Pharmacy and the academic staff community! We would like to take this opportunity to introduce you to the School of Pharmacy Committee on Academic Staff Issues (CASI) and to provide you with an overview of the information and services that the CASI offers.

The School of Pharmacy (SoP) academic staff consists of approximately fifty people who represent a wide range of professional roles including scientists, lecturers, information technology consultants, student and academic affairs staff, and beyond. The School's CASI membership reflects this diversity with four elected members, two of which represent the research "district," two of which represent the administrative/ instructional "district," and two additional members which are appointed at large by the Dean. The Dean serves on the CASI as an ex-officio member. The charge of CASI comes from the Dean annually, however, the consistent and ongoing core of the CASI role is to identify and advise the Dean on issues concerning the academic staff.

Information regarding the SoP CASI and its services and links to important university information pertaining to academic staff can be accessed at www.pharmacy.wisc.edu/casi. This site also contains a list of current CASI members and a list of School of Pharmacy academic staff. The CASI extends an open invitation to all academic staff to attend and participate in its meetings which are announced via email. Should you have any questions or concerns, please feel free to contact any CASI member. Please refer to the following link which lists our current CASI members along with their contact information: www.pharmacy.wisc.edu/casi/members.cfm.

Again, we welcome you to the School of Pharmacy and its academic staff community. We wish you the best in your career pursuits here and hope the CASI can serve you in some way in your future years of service to UW-Madison.

Sincerely,

APPENDIX 4: Classified and Academic Staff Ideas for SoP Awards/Recognition

CASI recently organized a brainstorming session (6/24/2009, facilitated by Rosa Garner) with academic and classified staff members to develop ideas for some meaningful ways to recognize staff within the School. We asked for any and all ideas, including no/low cost ideas as well as those that would require some funds.

Several comments were made about current efforts to recognize staff, including “First of the Month” (a great way to recognize staff accomplishments – read and enjoyed by many, even if they don’t know the individuals mentioned). It helps a great deal to know what is happening in other areas of the School & builds community. Current efforts to improve climate and create an inclusive environment are much appreciated by staff.

Recognition is meaningful when it is unexpected, personal (hand-written note, etc), recognition of leadership/local, creative (give choices), and ongoing / informal (not only formal/once per year).

Recognition of promotions – It is nice to hear about promotions, accomplishments/ special assignments of staff (helpful also in learning about resources and skills available among SoP staff).

Gift card or other small gift would also be a good way to recognize someone’s efforts or working through a difficult time period/situation.

Opportunities for informal gatherings/conversations across the School – for example, attending Mallards game, APT. It would be nice to have funds to encourage or support attendance.

Food – individual or unit (local recognition) – Make funds available to supervisors to take an individual or unit out to lunch/bring food in to celebrate an accomplishment – especially good if it is a surprise/unexpected.

Staff of the Year Awards – This would be similar to the “teacher of the year” awards – plaques could be put up in the hall for classified and academic staff and the award recipient’s name would be added to the plaque each year. Suggestions were made about seeking funds from Alumnae to cover costs of this. Awardees could be nominated by peers; award committee could be established. This could mirror faculty recognition (3 areas/awards – research, teaching, service) but need to be sensitive to number of staff eligible in each area and need to develop system to maintain equanimity.

Resource/Travel/Training Award – Funds would be available to award recipient to attend a meeting/special event or to purchase something (for example, special software) that would be used to further enhance the person’s work.

Award Committee – could be established within the School. External opportunities should also be promoted somehow.