

Policies Governing Faculty Appointments and Promotion

Extension Services in Pharmacy University of Wisconsin-Madison School of Pharmacy

Approved by the SOP Executive Committee May, 2004

Note: the purpose of this document is to clarify the role and responsibilities of faculty in Extension Services in Pharmacy (ESP) as they fulfill the Outreach Mission of the University of Wisconsin, the School of Pharmacy and Extension Services in Pharmacy. In fulfilling their missions, ESP faculty have unique roles/responsibilities that may not be directly analogous to traditional University faculty roles of teaching, research, clinical practice, and service. Further, it should be noted that ESP budget authority is separate from that of the School of Pharmacy which creates a unique administrative component as ESP faculty fulfill their missions. Despite differences in roles, responsibilities and budget authority, faculty appointments in Extension Services in Pharmacy as well as subsequent evaluation and promotion decisions are not conducted independently from the School of Pharmacy. Rather, recommendations are brought forward to the School of Pharmacy Dean and Executive Committee for their consideration based on existing School of Pharmacy Policies and Procedures with the expectation that their professional activities are evaluated within the context of that which they have been hired to fulfill.

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Faculty Appointments

Overview

While Extension Services in Pharmacy has responsibility for its own budget and for determining its faculty staffing needs including FTE authorization from University Outreach, appointments (and subsequent evaluation/promotion procedures) are consistent with School of Pharmacy Policies and Procedures and not autonomous. Historically, faculty classification/appointments within Extension Services in Pharmacy have included both tenure and non-tenure track (i.e., clinical) positions. The clinical track has widespread use throughout the University of Wisconsin-Madison Campus and is not unique to those whose primary responsibility is the instruction of students in Health Sciences academic degree programs. Regardless of their faculty classification, ESP faculty have been and are expected to be a part of the School of Pharmacy faculty with full faculty rights as accorded by their faculty rank and with the specific responsibilities dictated by expectations directly attributable to their Outreach function.

Each member of the Extension faculty is expected to assume professional responsibilities that contribute to the overall goal of Outreach scholarship as defined in Appendix A. While such activities may be predominantly in Outreach teaching, it is acknowledged that Outreach scholarship includes Outreach research and Outreach service as well as Outreach teaching. Therefore, faculty in Extension Services in Pharmacy are expected to demonstrate professional activity in each of the categories of teaching, research and service with a general description of such contributions provided below. This general description is not meant to be all inclusive. The proportionate distribution of time spent in each of the three categories of teaching, research and service as well as which specific activities in each is to be conducted will vary depending upon the person's faculty rank, current needs of the Department (ESP) and School of Pharmacy, experience, and strengths, as well as percent of appointment. More specific guidance may be provided in the faculty person's letter of appointment.

Outreach Teaching

(Defined in Appendix A. Examples listed below.)

- Teaching focused on Outreach activities would be analogous to coordinating a class in the undergraduate curriculum
- Development, implementation and evaluation of structured learning experiences for adult learners regardless of method of delivery
- Serving as an instructor, discussion leader or moderator at continuing education programs
- Administrative activities associated with accreditation as well as achieving the mission of Extension Services in Pharmacy through its budgetary mandate
- Formal courses, undergraduate or graduate as requested by the School of Pharmacy

Outreach Research

(Defined in Appendix A. Examples listed below.)

- Personal research
- Evaluation of Outreach programming strengths/weakness and application to future offerings
- Identification, justification and delivery of programs using new technologies for reaching learners through distance education
- Identification, justification and implementation of new teaching techniques to improve live face-to-face programs
- Formalized identification of adult learner needs
- Dissemination of outreach activity outcomes through program proceedings, presentation of posters and/or publication of abstracts, journal articles, monographs, chapters or books.

Outreach Service

(Defined in Appendix A. Examples listed below.)

- Professional activities
- Editorial activities (separate from teaching or instruction responsibilities)
- Review of journal articles and grant applications by others
- Chair or membership of committees of state or national societies
- Invited lectureships
- Government (local, state and federal)
- Participation in School, All-University activities (meetings, seminars, committees, etc.)

Tenure Track Appointments in Extension Services in Pharmacy

Titles:

Assistant Professor, Associate Professor, Professor

Appointment policies governed by:

University of Wisconsin-Madison Faculty Policies and Procedures (FPP) and this policy statement.

Appointments:

Tenure track appointments are available for individuals with job responsibilities as articulated in this policy statement. While the breadth of job responsibilities will vary depending upon the % of appointment, faculty are expected to fulfill the expectation of Outreach scholarship within the mission of ESP. It should be noted that ESP faculty – in addition to their expected activities as they relate to the Outreach function – are expected to contribute to the service mission and responsibilities of the School of Pharmacy. Qualified candidates may be appointed to the tenure track with Executive Committee approval. Tenure track faculty members within ESP will normally be members of the Biological Sciences or Social Studies division of the UW- Madison faculty.

Probationary period, promotion, tenure:

See UW-Madison Faculty Policies and Procedures.

Non-Tenure Track Appointments

Titles:

Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor

Appointment policies governed by:

University of Wisconsin-Madison Academic Staff Policies and Procedures (ASPP) and this policy statement.

Appointments:

Clinical appointments are available for individuals who receive 0-100% salary support from Extension Services in Pharmacy through University Outreach and with job responsibilities as articulated in this policy statement. While the breadth of job responsibilities will vary depending upon the % of appointment, faculty are expected to fulfill the expectation of Outreach scholarship within the mission of ESP. It should be noted that ESP faculty – in addition to their expected activities as they relate to the Outreach function – are expected to contribute to the service mission of the School of Pharmacy. Clinical track appointments require Executive Committee approval. Appointments as Clinical Instructor are for one-year renewable terms, and are generally reserved for individuals hired to meet a specific need relative to program development and/or program support within ESP. Initial appointments as Clinical Assistant Professor are normally for up to three years, with annual renewal thereafter. Initial appointments for Clinical Associate Professor and Clinical Professor are normally up to five years, with annual renewal thereafter. Any changes in the terms of the original appointment will be stated in the reappointment letter.

Letters of Appointment:

Each initial letter of appointment must include a statement that carefully delineates the conditions and expectations of the appointment. Each letter must include the appointment period and the date by which decisions regarding promotion or non-retention must be made. A copy of this policy statement must be provided to the candidate with the initial letter of appointment. At the discretion of the Executive Committee, individuals holding the rank of Clinical Associate Professor or Clinical Professor (>50%) may be recommended for indefinite appointment.

Calculation of Probationary Period:

Faculty members with 100% appointment at the rank of Clinical Assistant Professor have six years in which to attain promotion to Clinical Associate Professor. If, after six years at the rank of Clinical Assistant Professor, the individual has not been promoted to Clinical Associate Professor, the School and the individual should mutually evaluate their agreements and expectations. A plan should be developed under which the individual would merit consideration for promotion to Clinical Associate Professor within two additional years, or the appointment will not be renewed.

Faculty members with <100% appointment at the rank of Clinical Assistant Professor have up to ten years in which to attain promotion to Clinical Associate Professor. The length of the probationary period for <100% appointment will be determined by the Executive Committee, and will be described in the letter of appointment.

A Clinical Assistant Professor (<100% appointment) who has not been promoted to Clinical Associate Professor by the end of the probationary period described above must be given a one-year notice of non-renewal of his/her Clinical Track appointment.

Prior service at this or other institutions at 50% or greater time in a probationary rank will be considered in determining the amount of time remaining in which to attain promotion. Any such prior service, not to exceed three years, will be subtracted from the normal probationary period unless programmatic circumstances can be documented to justify otherwise.

Evaluation and Promotion:

See the ESP Guidelines for Promotion of Clinical Track faculty. (Pages 6-14)

Consistent with University Outreach/Extension expectations on the UW-Madison Campus, as faculty in Extension Services in Pharmacy progress and are considered for promotion they should be evaluated based on Outreach/Extension activities as they relate to the responsibilities for which the faculty member was hired. It is expected that faculty in Extension Services in Pharmacy will fulfill their professional responsibilities within the context of Outreach Scholarship.

GUIDELINES FOR PROMOTION OR INITIAL APPOINTMENT OF TENURE TRACK FACULTY ASSOCIATE PROFESSOR OR PROFESSOR

Guidelines for the promotion or initial appointment of tenure track faculty to associate or full professor with tenure are contained in UW-Madison FPP. Promotion decisions should be conducted within the context of the mission of University Outreach, the Outreach mission of the School of Pharmacy, the Outreach mission of Extension Services in Pharmacy and the February 1997 document from UW-Madison Council on Outreach titled "Commitment to The Wisconsin Idea: A Guide to Documenting and Evaluating Excellence in Outreach Scholarship".

GUIDELINES FOR PROMOTION OR INITIAL APPOINTMENT OF NON-TENURE TRACK (CLINICAL) FACULTY TO CLINICAL ASSOCIATE PROFESSOR

The purpose of these guidelines is to provide uniform criteria for promotion or initial appointment of Clinical track faculty in Extension Services in Pharmacy. Although it is not possible to provide precise criteria for all potential promotions, the guidelines are intended to recognize the varied contributions of all faculty whose credentials are considered to be suitable and who contribute primarily to the mission of ESP.

Promotional Review

The promotional review begins when the individual's mentorship committee considers that person ready for promotion. For an individual with 100% appointment, the review for promotion to Clinical Associate Professor normally would occur no sooner than the fifth year and no later than the sixth year in rank at Clinical Assistant Professor. For an individual with <100% appointment, the review for promotion to Clinical Associate Professor normally would occur no sooner than the fifth year and no later than the final year of the probationary period described in the initial appointment letter. The review for promotion to Clinical Professor normally would occur no sooner than the fifth year in rank at Clinical Associate Professor. The mentorship committee will conduct the review and submit a recommendation to the School of Pharmacy Dean and Executive Committee.

Recommendation Dossier

The recommendation dossier to the Executive Committee should include the following information:

1. A letter from the promotion committee chair. The letter must include:
 - a. The total number of years of service counted on the clinical track promotion timetable at UW-Madison and elsewhere.
 - b. Documentation of the responsibilities of the individual, including percentages of time allotted to the three elements of Outreach Scholarship, i.e., Outreach teaching, Outreach research and Outreach service.
 - c. A description of the individual's area of excellence and area of significant accomplishment, with supporting evidence (see "Performance" below)
2. Letters from outside reviewers (minimum of two) who have evaluated the individual's performance as a clinical assistant professor.
3. Individual's curriculum vitae.
4. A statement of accomplishment written by the individual.

Performance

The individual must demonstrate excellence in one area (Outreach teaching, Outreach research, or Outreach service) and significant accomplishment toward Outreach Scholarship in general.

Note: In some cases, Outreach teaching or service may be the sole area of significant responsibility of a Clinical track faculty member. Therefore, promotion should be considered on the basis of

performance in that area(s) only. Responsibilities and performance expectations must be documented in the initial letter of appointment.

Promotion or appointment at the Clinical Associate Professor level requires an individual to demonstrate at least a state reputation for performance excellence. ESP Clinical track faculty members are expected to take a scholarly approach (as defined in this document as Outreach scholarship) to their responsibilities. Evidence of that Outreach scholarship should be submitted in support of promotion or appointment to Clinical Associate Professor.

Promotional Criteria

Criteria for promotion to (or appointment at) the rank of Clinical Associate Professor

Outreach Teaching

Outreach Teaching is an important role of all Clinical track faculty members. Teaching encompasses all activities associated with structured continuing education programs to help adults maintain their professional competencies. If Outreach teaching is the major area of focus of excellence in the individual's request/documentation for promotion, evidence must be presented that the individual has a demonstrated record of development of unique or exceptional Outreach program(s) or has established a reputation for her/his educational program development that extends beyond the Department, the School and the University of Wisconsin. Creation or development of a major scholarly program (e.g., certificate program as one example) and/or instructional model should be considered as a component of Outreach teaching as well. The evaluation of program development and its impact should include all aspects of the individual's program development responsibilities.

It is acknowledged that Outreach teaching includes a significant administrative component consistent with the mission, structure and budget authority of ESP. In some cases, the individual's program responsibilities may include heavy emphasis on administrative duties pertaining to the mission of ESP. Administrative duties could include, but are not limited to accreditation and fiscal responsibilities. The quantity and quality of program development, as well as any administrative responsibility for educational programs, should be documented by the individual.

Sample Evaluation Criteria

1. Program evaluation results
2. Evaluation of teaching
3. Peer evaluation of program and instructional materials
4. Special awards for programming or teaching
5. Administrative duties

Documentation will include:

1. Individual's statement of Outreach teaching contributions.
2. Departmental (ESP) and other peer evaluation of Outreach teaching abilities. Examples of instructional materials are helpful and may be provided. Description of the application of new or improved instructional methods should be provided as appropriate. Include at least one letter from outside the institution that establishes the candidate's reputation for excellence in Outreach teaching.
3. Evaluations by program attendees. Provide a representative summary of program evaluations, including written comments. Individual evaluations must be available if requested but may not be substituted for the summary statement.
4. As appropriate, scholarly publications describing the individual's Outreach teaching.
5. As appropriate, evidence that the individual has achieved a high level of competence and recognition for carrying-out administrative duties (accreditation, program budgets, etc.) related to the teaching mission of the Department.

Outreach Service

In addition to Outreach Faculty members' commitment to adult learners they have obligations to the School, the University, the community and the profession of pharmacy. If this is a major focus of the application for promotion, evidence must be provided to document a scholarly approach (i.e., Outreach Scholarship) to truly exceptional service that has furthered the mission of Extension Services in Pharmacy, the School of Pharmacy or the profession.

Committee membership and professional service are expected of all faculty members, and routine activities in this area do not meet the criteria for "excellence" or "significant accomplishment" as a basis for promotion.

Sample Evaluation Criteria

1. Professional service to local, state, regional or national public service or government units.
2. Evidence of major contributions to professional societies as evidenced by appointment to national boards, holding of elected offices, or evidence of other significant contributions to professional associations.
3. Other service which has received local, state or national recognition.

Documentation will include:

1. Individual's statement of service that has contributed to significant program development.

2. Evidence of exceptional institutional or professional leadership such as: Major Departmental, School of Pharmacy, or University leadership roles, including roles on major committees. List present and past leadership activities, describing role and time commitment.
3. Professional leadership in local, state, or regional associations. List present and past public service activities, describing role and time commitment. The significant contribution of these activities to the academic mission of the School of Pharmacy must be documented.
4. Present and past appointments or election to office in state or national professional societies, and the significant accomplishments of the candidate in these roles.
5. Service as a reviewer of grant or protocol proposals at a national level.

Outreach Research

Many aspects of ESP program development involve Outreach research. This includes needs identification, comparisons and selection of educational delivery systems, and program evaluation reports. Outreach programming involves extending the internal (the University of Wisconsin) and external research capacity to adult audiences through the sharing of applied research, demonstrations and critical evaluation of such research.

Outreach research activities include the organized, scientific pursuit of new knowledge. The quantifiable endpoint for evaluating research is the subsequent publication of results. However, number of publications will not serve as the only means by which research productivity is evaluated. Other indicators of Outreach research include: 1) the application of knowledge to practical daily experiences; 2) uniqueness or originality in developing systems for delivery of education to locations distant from the Madison campus; and 3) a commitment to long-term scholarly goals.

Sample Evaluation Criteria

1. Evaluatory or primary research published in a refereed journal (scientific, professional or educational)
2. Book and/or book chapters
3. Presentations, posters and/or abstracts
4. Development and application of new or improved teaching techniques
5. Development and application of new technologies for distance learning
6. Application for and receipt of extramural funding (including unrestricted educational grants)
7. Receipt of awards
8. Participation as a journal referee and/or reviewer (scientific, professional or educational)

9. Serving as an editor for a print or mediated continuing education program
10. Membership on editorial boards of refereed journals (scientific, professional or educational)

Documentation will include:

1. Individual's statement of Outreach research activities.
2. Traditional methods for assessing research activities:
 - a. Published papers in peer reviewed journals, books and/or book chapters
 - b. Presentations, posters and/or abstracts at state and/or national meetings
 - c. Participation as a journal referee and/or reviewer or membership on editorial boards of refereed journals (scientific, professional or educational)
 - d. Receipt of awards
3. Documentation of activities focused on new and innovative learning experiences such as:
 - a. New delivery methods for distance learning
 - b. New techniques for live, interactive learning
 - c. New programming efforts in areas previously not pursued by ESP
 - d. New instructional models/designs
4. Application for and receipt of extramural funding (including unrestricted educational grants to fund innovative programming)
5. Documentation of formalized identification of adult learner needs
6. Directing research projects with undergraduate and graduate students

Indefinite Appointment

Individuals who are promoted to the rank of Clinical Associate Professor will normally be recommended for indefinite appointment status. See UW-Madison Academic Staff Policies and Procedures.

Committee Appeal Process

If the Executive Committee recommends against promotion, the Dean will provide written notification to the individual within one week. The notification shall include a statement of the reasons for the Executive Committee decision and will guarantee a minimum of at least 12 additional months of employment before termination. The individual may file an appeal to the Executive Committee with new or additional information and with a response to the concerns raised by the Committee. An appeal must be filed within 30 days of receipt of the notification of the Executive Committee's decision. In the event the appeal is not accepted by the Executive Committee, the individual may continue the appeal process according to the University of Wisconsin-Madison Academic Staff Policies and Procedures (ASPP).

Promotion to (or appointment at) the rank of Clinical Professor

The recommendation dossier should follow the same format described for promotion or appointment to Clinical Associate Professor.

In addition, the documentation must include evidence that the individual has continued to grow in stature in the performance areas cited previously or other evidence demonstrating professional growth and achievement commensurate with the rank of Clinical Professor. Documentation must be provided of further accomplishment since the initial appointment or promotion to Clinical Associate Professor. Promotion or appointment to Clinical Professor requires the attainment of at least national recognition in the individual's major areas of success. The individual's contribution to his/her field must include scholarly publications.

Faculty with <50% Appointment to the Rank of Clinical Assistant Professor, Clinical Associate Professor and Clinical Professor

The evaluation of clinical track faculty (<50% appointment) will be conducted by the faculty person's mentorship committee which will be appointed by the Dean. In conducting its review of individuals for promotion, the committee shall use its discretion in requesting evaluation materials in support of the individual's professional accomplishments as they pertain to the Outreach mission of ESP.

There are no specific time-in rank requirements for promotion of clinical track faculty (<50% appointment). Due to the extremely variable types of responsibilities of these faculty members, no firm time-in-rank requirements exist. In general, consideration for promotion may occur after a minimum of five years in current rank; however extraordinary or unusual circumstances may warrant earlier consideration.

Recommendations of new or renewed appointments will be made as a request by the ESP Department Chair – at the recommendation of the individual's review committee – to the Executive Committee for final action. Appointments as clinical track faculty (<50% appointment) may be made for a fixed term of up to three years at the recommendation of the ESP Department Chair to the School of Pharmacy Dean and Executive Committee. The Dean may make interim appointments at the request of the ESP Department Chair. A 12-month notice will be given by the Office of the Dean in the case of a decision to terminate or not renew an appointment. There is no formal appeal process for non-renewals.

Clinical Instructor

An individual seeking an appointment at the rank of Clinical Instructor should, at a minimum, hold an entry-level degree in their field as it pertains to helping ESP achieve its mission. The individual should provide evidence that (s)he is a competent individual and is capable of meeting responsibilities as it pertains to the Outreach mission of ESP. A clinical instructor normally will not be expected to be fully engaged in all three areas of Outreach scholarship. Clinical instructor appointments (<50%) will be made directly by the Dean upon recommendation of the Executive Committee.)

Clinical Assistant Professor

Faculty members for promotion to the rank of Clinical Assistant Professor should meet all criteria outlined for Clinical Instructor. The individual should already have provided evidence

that (s)he is a competent in program development and/or the support of program development (i.e., Outreach scholarship) and that (s)he has a high degree of professional competence and has contributed to the growth of the profession.

The individual's mentoring committee will send to the Executive Committee a recommendation dossier that should include the following information:

1. A letter from the committee chair; the letter must include documentation of the individual's credentials as they relate to Outreach teaching, research and/or service since their initial appointment as Clinical Instructor.
2. Individual's curriculum vitae.
3. A statement of accomplishment written by the individual.

Clinical Associate Professor and Clinical Professor

Promotion to the rank of Clinical Associate Professor or Clinical Professor is normally reserved for those individuals who have demonstrated a sustained commitment to Outreach scholarship (i.e., teaching, research and/or service). Additionally, these individuals should have exceptional professional stature with exemplary records of Outreach scholarship.

Promotion or appointment at the Clinical Associate Professor level requires a faculty member to demonstrate at least a state reputation for performance excellence. Promotion or appointment to Clinical Professor requires at least a national reputation for performance excellence. Candidates are encouraged to take a scholarly approach to their responsibilities as defined by Outreach scholarship. Evidence of that scholarship should be submitted in support of promotion or appointment to Clinical Associate Professor or Clinical Professor.

Documentation of accomplishment

1. In recognition of the varied responsibilities of clinical track faculty (<50% appointment), the individual's mentoring committee will use its discretion for adequate documentation of the individual's accomplishments. In general, documentation should be adapted from the guidelines presented for clinical track faculty (≥50% appointment) found on pages 8-12.
2. The recommendation dossier to the Executive Committee should include the following information:
 - a. A letter from the committee chair. The letter must include documentation of the individual's Outreach scholarship (i.e., teaching, research and service activities).
 - b. Individual's curriculum vitae.
 - c. A statement of accomplishment written by the individual.
 - d. Letters from reviewers who have evaluated the individual's performance as a clinical assistant professor (or clinical associate professor).

Appendix A:

Background/Overview of University of Wisconsin Extension/Outreach, Extension Services in Pharmacy, and Outreach Scholarship

1. University of Wisconsin Extension/Outreach

Extension/Outreach on the University of Wisconsin-Madison Campus is structured to provide for decentralization of its mission to the individual colleges/schools/units (hereafter referred to as schools) and integration of faculty, who perform Extension/Outreach functions, into the faculty of those schools. Administratively, Extension departments within schools employ faculty to perform Outreach functions at the respective schools based on that school's mission and the mission of the specific Extension Department at that school. Faculty are employed by that school's Extension department with the understanding they are part of that school's faculty (including governance) yet will have job responsibilities and performance expectations that may not be directly comparable to the job responsibilities and/or performance expectations of other faculty within that school. In addition, it should be noted that the Extension mission, and the faculty who are responsible for this mission, are supported through University Outreach/Extension budget authority and therefore funding is separate from the school's funding support. Typically, University Outreach/Extension provides budget authority for the individual Extension departments which are then expected to be self-supporting by matching dollars spent with generation of program revenue and/or through other external sources such as grants/contracts.

2. Extension Services in Pharmacy (ESP)

Extension Services in Pharmacy (ESP) at the University of Wisconsin-Madison School of Pharmacy, founded in 1951, is responsible for developing and providing continuing education and professional development activities (i.e., Outreach) for the pharmacy profession. ESP's goal is based on the University's general goal to foster the "Wisconsin Idea", a tradition of the University since the early 1900's where the boundaries of the University were to be the borders of the State of Wisconsin, thus making the educational resources of the University available to citizens across the State. That original "Wisconsin Idea" has now been expanded to include a borderless national and international community of learners. Further, the goal of ESP is founded in the mission of the School of Pharmacy, which is to educate, train, and maintain competency of pharmacy practitioners and scientists, and to create, transmit, and apply knowledge based on research in the basic and applied pharmaceutical sciences to enhance the quality of life through improved health. ESP meets the goals/mission of the University as well as that of the School of Pharmacy through its own mission which is to provide education of the highest quality to assist pharmacists (nationwide) and pharmaceutical industry employees (worldwide) in achieving their individual learning goals/needs and thus have a meaningful impact on the profession of pharmacy.

Extension Services in Pharmacy and its faculty achieve their mission through the application and use of adult education principles to develop and provide post-graduate, non-academic credit educational programs through the following steps: needs assessment; develop learning objectives; design an educational program; identify and obtain appropriate funding support (grants, contracts, program revenue); program delivery; evaluation; dissemination of evaluation results; and general program administration. These activities are conducted through a fiscal process in which Department budgetary authority (i.e., funding, FTE's) is received from University of Wisconsin Extension/Outreach with an expectation to be 100% self-supporting through generation of program revenue (i.e., registration fees) as well as external grant/contract sources.

3. Outreach Scholarship (Overview)

At the University of Wisconsin, Outreach activity is a particular and distinct form of scholarly activity deeply embedded within the University's mission to create, integrate, transfer and apply knowledge. University Outreach/Extension (through the UW-Madison Council on Outreach) has developed a document to help clarify how Outreach activities relate/translate to more traditional criteria for promotion such as teaching, research activity, and professional service. Subsequent definitions for Outreach Scholarship, Outreach Teaching, Outreach Research, and Outreach Service have been taken from this Council on Outreach document. (UW-Madison Council on Outreach publication "Commitment to The Wisconsin Idea: A Guide to Documenting and Evaluating Excellence in Outreach Scholarship", February 1997).

When conducting Outreach scholarship, faculty are involved in Outreach teaching, Outreach research and Outreach service. Outreach teaching extends the campus instructional capacity through credit and noncredit continuing education courses, seminars and workshops to off-campus audiences. Outreach teaching includes innovative use of emerging instructional technologies and creates access for people at a distance to the resources of the University. Operationally, outreach teaching may be viewed as analogous to course coordination which routinely occurs in the University's credit-based academic programs. Outreach research extends the University's research capacity to academic and nonacademic audiences through such activities as applied research and technical assistance, demonstration projects and evaluation of ongoing programs. By their very nature, some of these activities may not result in publication and thus, number of publications will not serve as the only means by which research is evaluated. Outreach service is designed to extend specific expertise to serve society at large rather than service to the University or service to a profession in and of itself. Outreach service may include participation on advisory boards or policy analysis, consulting based on academic programs, or the advancement of a department or unit mission. Thus, Outreach scholarship includes all three interwoven functions of teaching, research, and service.

Across the University the range and scope of Outreach scholarship will vary based on the goals and mission of the department. Thus, it is important for the individual Extension Departments to articulate their expectations relative to Outreach scholarship. Outreach scholarship occurs as faculty in Extension Services in Pharmacy apply/use adult education principles in program development designed to meet the mission of the Department. Elements of the specific functions of teaching, research and/or service may be found within each of the applications of such principles. A specific program development activity may encompass more than one of these functions.

Evaluation of Outreach scholarship should be conducted with regard to the agreed-upon responsibilities of the faculty member, given the mission of the Extension Services in Pharmacy. Outreach scholarship is regarded to be of high quality when there is evidence that it has resulted in significant outcomes. Such outcomes or impact may be the result of the program as a whole or one or more of the individual steps/processes involved in program development. The extent to which an individual faculty member's professional activities result in excellence either in Outreach scholarship in general or the individual components of Outreach scholarship (teaching, research, service), will be considered in annual reviews as well as in promotion decisions.

In general, key attributes that help demonstrate excellence include, but are not limited to: individual program innovation and uniqueness; recognition of professional activities beyond the local level; and administrative achievements contributing to the Department's mission and viability. Specific program characteristics that have the potential to contribute to overall excellence include:

- Innovations in needs assessment; content development; instructional design/delivery; and/or evaluation;
- Program makes a unique and/or lasting contribution (i.e., generates new knowledge or represents a potential new interpretation or application of existing knowledge);
- Program provides a model for instructional design/content/delivery that may be applied by others within the Department or continuing education peers in other academic institutions;
- Programming efforts involve other disciplines (i.e., medicine, nursing, etc.);
- Programming efforts foster lifelong learning behavior in pharmacists;
- Program consists of curricular offerings that lead to certification programs for pharmacists;
- Innovative funding sources are utilized to create and/or maintain program activities;
- Program efforts address issues of significant concern to the profession;
- Extent to which programming efforts contribute to the departmental mandate of self-support;
- Extent to which Outreach activities reach learners throughout the State of Wisconsin, as well as national and international audiences;
- Extent to which the Outreach activities represent potential new interpretations and applications of knowledge for use in specific professional settings;
- Extent to which programming activities generate new research questions or make more understandable the current body of knowledge;
- Extent to which the Outreach activities influences the target audience(s);
- Extent to which the programming effort utilizes delivery methods that maximize impact;
- Extent to which programming efforts are recognized by those external to Extension Services in Pharmacy at the University, State, regional or national level (i.e. presentations, awards, adaptation and/or duplication by other Outreach departments).
- Extent to which Outreach activity outcomes are disseminated via program proceedings, presentation of posters and/or publication of abstracts, journal articles, monographs, chapters or books.