

## **Hiring, Promotion and Review Policy for Adjunct Faculty Teaching in the RAQA Graduate Program of Temple University School of Pharmacy**

### **Introduction**

The Regulatory Affairs and Quality Assurance (RAQA) graduate program of Temple University School of Pharmacy (TUSP) hires professionals on an adjunct basis. The large majority of the aforementioned individuals have full-time commitments outside of Temple University within the regulated industry or regulatory agencies (such as the FDA), and hence are specifically hired for their career-based experience and expertise.

All RAQA adjunct faculty are expected to be subject matter experts in the area they teach, including:

- A minimum of 10 – 15 years of experience in regulated industry or a regulatory agency;
- An academic degree from an accredited institution of higher learning;
- Demonstrated experience in public speaking, including but not limited to presentations at professional societies (RAPS, DIA, SQA, etc.);
- Familiarity with the mission statement and goals of the RAQA Graduate Program, including its commitment to maintaining high academic standards while presenting challenging graduate courses for professionals working in regulated industry or regulatory bodies;

### **Section 1: Hiring and Appointment of Adjunct Faculty**

#### **Rank at Hire**

Incoming adjuncts are evaluated based on a) education, b) teaching experience, and c) professional experience related to courses offered in the School of Pharmacy. In most cases, there will be a meeting of the prospective adjunct and the Assistant Dean for RAQA and / or Department Chair, or designee before a recommendation for hire is made to the Dean.

Qualifications for adjunct faculty rank in all adjunct classifications is delineated below. Exceptions to the minimum degree requirement may be made for persons who otherwise have extraordinary expertise, qualifications, or credentials in the field of intended appointment. Candidates must have demonstrated ability or potential to provide excellent contributions to the educational mission of the School of Pharmacy.

- i. Appointment as Adjunct Instructor is usually based on the attainment of a bachelor's degree, master's degree, or equivalent qualifications.
- ii. Appointment as Adjunct Assistant Professor is usually based on the attainment of an appropriate terminal degree or equivalent qualifications with experience in teaching and/or professional experience in the intended field of appointment.

- iii. Appointment as Adjunct Associate Professor is usually based on the attainment of the qualifications necessary for Adjunct Assistant Professor with substantial experience in teaching, research/publications in the intended field of appointment, and such experience as is pertinent to the duties to be performed as an adjunct faculty member.
- iv. Appointment as Adjunct Professor is usually based on the attainment of the qualifications necessary for Adjunct Associate Professor, with the candidate having attained a substantial reputation in their field as evidenced, for example, by a significant record of publications, presentations, or other work in the intended field of appointment or who has received substantial honors or recognition in their field of endeavor such as having achieved a position of major responsibility in the corporate or regulatory sector.

These qualifications are further described in the Appendix of this document. The ultimate decision as to the rank of appointment is at the discretion of the Dean of the School of Pharmacy.

Upon selection of a candidate for an adjunct position, the incoming adjunct must submit a current resume, proof of completion of the terminal degree received, and other documents related to professional experience as appropriate.

Upon hiring, the appointment letter will indicate rank, rate of base pay, and the number of credits for each assigned course. The appointment letter will also contain a link to information regarding hiring criteria and the School guidelines for the appointment of adjunct faculty rank. Adjunct faculty, at the time of appointment may request appointment at any rank for which they are qualified. When making the request, the adjunct faculty must provide sufficient evidence that they meet the minimum qualifications for that rank in accordance with University and School of Pharmacy policy. In official communications and references, adjunct faculty members may use their appropriate academic title (Adjunct Instructor, Adjunct Assistant Professor, Adjunct Associate Professor, etc.) and their preferred title, such as Dr., Ms., or Mrs. (NAME).

## **Section 2: Adjunct Faculty Resources**

Each newly-hired adjunct will have the following orientation programs: the adjunct will meet with the Assistant Dean for RAQA, RAQA adjunct faculty, as well as other appropriate School of Pharmacy faculty/administrators for support, consultation, review of course materials, and classroom support.

In addition, all Adjuncts teaching online shall meet with the Assistant Director of Technology for RAQA and appropriate RAQA faculty for assistance with online technology and learning tools. The individual may also be directed to the Center for the Advancement of Teaching and other University resources as needed. In addition, they will receive copies of the RAQA SOPs for RAQA adjunct faculty.

The new adjunct is required to submit a course syllabus at least six weeks before the start of the semester, so the RAQA Office can provide sufficient support in the development of the course and online learning technology.

### **Section 3: Rates of Pay**

**Table 1: Minimum Per Credit Rates**

<b>Adjunct Rank</b>	<b>Effective 7/1/2020 (per s.h.)</b>	<b>Effective 7/1/2022 (per s.h.)</b>
<b>Instructor</b>	\$1550	\$1600
<b>Asst. Professor</b>	\$1600	\$1650
<b>Assoc. Professor</b>	\$1700	\$1750
<b>Professor</b>	\$1750	\$1800

Adjunct faculty members are paid at rates compatible with or higher than those determined by the current TAUP contract. Some considerations that may allow for increases over the TAUP rate may include: length of time an adjunct faculty member has taught in the School, extraordinary experience or qualifications, completion of a terminal degree, competitive market conditions, and instruction of very large classes.

A pay rate above the TAUP contractual agreement is at the sole discretion of the Dean. If an adjunct faculty is promoted to a higher academic level, they will receive the percent increase established by the TAUP contract for changes in professional title. If an additional pay rate is also recommended, this must be approved by the Dean.

### **Section 4: Length of Appointment**

The RAQA graduate program of the School of Pharmacy typically hires instructors by semester. This permits the greatest flexibility for the program's scheduling and also for adjunct instructors, who often have full-time, professional commitments. There are no multi-semester appointments in the RAQA graduate program of the School of Pharmacy; any exceptions are at the discretion of the Dean.

The program hires adjunct faculty according to programmatic need each semester as well as student demand for courses. There is no guarantee that adjuncts are hired every semester; likewise, adjunct faculty may ask not to be scheduled during certain semesters.

Adjunct faculty members may teach a maximum of 8 credit hours per semester. This limit generally translates into teaching two (2) courses of 3 or 4 credit hours each in the semester.

### **Section 5: Policies and Practices for Formal Evaluation of Adjuncts**

- Evaluations shall include multiple measures of performance, and may include classroom observation, a review of syllabi and other course materials (e.g., slides, exams), student projects and / or assignments. SFFs will not be used as the primary tool for evaluation except in the case of exceptional circumstances. The determination of exceptional circumstances is in the sole discretion of the university.

- All adjunct faculty will be reviewed according to the University's course evaluation process, which includes the distribution of electronic Student Feedback Forms (SFFs) at the end of each semester. Faculty may also request a review on their own. Faculty are responsible for reviewing their evaluations. In addition, the RAQA Office conducts additional surveys of continuing adjuncts as required by the University or determined by the program.
- For all first-time adjunct faculty, the Assistant Dean for the RAQA program or a designee will monitor at least one class meeting per new instructor for a semester (which may be done through watching a recording). The RAQA Office may also conduct additional surveys of students.
- Adjunct faculty may request an evaluation in order to be considered for promotion or a pay increase.
- An evaluation will normally occur in the semester in which it is requested, provided the required resources are available and the request is made prior to the completion of the first 4 weeks of the semester. If it cannot be done in the semester in which it is requested, it will be done in the next semester in which they are employed.
- The evaluator(s) will endeavor to provide the adjunct faculty member with a written summary of the evaluation within 30 calendar days of the review. The summary will be placed in the adjunct's departmental and personnel file.
- An adjunct may request a formal evaluation at any time, but no more than once during any 2 successive semesters of employment.
- An individual who is designated to make personnel recommendations may evaluate an adjunct teaching in the School at any time. Normally an adjunct will be notified at least one (1) week before the evaluation. Under exceptional circumstances, the University, in its sole discretion may conduct an evaluation without notice. If samples of student work are requested, the adjunct will be allowed up to an additional week to assemble and provide requested materials.
- An adjunct who receives an unsatisfactory evaluation may provide a written response which will be placed in the personnel file. If a response is submitted, a note will be placed in the departmental file stating that a response is included in the personnel file.

#### **Section 6: Promotions to a higher adjunct faculty rank**

Re-evaluation of rank or promotion to a higher rank will be based upon excellent performance, sustained professional growth, and improvement. There is no mandatory time at which an adjunct must be considered for promotion to a higher level. Adjuncts wishing to request a promotion review must request it through the Assistant Dean for RAQA and / or Department Chair. The Chair may also assign the review process to a departmental committee.

In order to be considered for a higher rank, an adjunct faculty must present appropriate documentation of qualifications for the requested rank consistent with University policy. Documentation required includes:

- Curriculum Vitae
- Letter of application, highlighting reasons to consider the candidate for promotion, or pay increase
- Evidence of Teaching and Instruction
- Evidence of Teaching Evaluation as indicated above in Section 5

If requested to review promotion materials, the departmental committee will endeavor to provide a written summary of the evaluation to the adjunct faculty member and Department Chair within 30 calendar days of the review. This summary will be placed in the Adjunct's departmental and personnel file. At the conclusion of the review process by the departmental committee, the Chair may also request a meeting with the adjunct faculty before a decision is made. The Chair then submits the recommendation for a change in rank to the Dean. Decisions regarding promotion in rank or pay are at the sole discretion of the School of Pharmacy. The final decision is made by the Dean.

## **Appendix**

### **Qualifications for Specific Ranks**

Adjunct Instructor – Individuals who exhibit promise as educators contributing to the teaching mission and for whom an appointment to a professorial rank may not yet be appropriate may be recommended for an initial appointment as an Adjunct Instructor. Such individuals will in most instances have an appropriate terminal professional degree, or equivalent qualifications, appropriate to their specialty or discipline. Exceptions to this degree requirement may be made for persons who otherwise have extraordinary expertise, qualifications, or credentials in their field.

Adjunct Assistant Professor – Individuals who are recommended for an initial appointment or for promotion from Adjunct Instructor to the rank of Adjunct Assistant Professor in most instances will have completed a terminal professional degree appropriate to their specialty or discipline. They must have demonstrated ability or potential to provide excellent contributions to the educational mission of the School of Pharmacy. Exceptions to the degree requirement may be made for persons who otherwise have extraordinary expertise, qualifications, or credentials in their field.

Adjunct Associate Professor- Individuals who are recommended for an appointment to the rank of Adjunct Associate Professor must have the qualifications necessary for Adjunct Assistant Professor and, in addition, have documented outstanding performance in teaching / instruction, effective participation in student education as evidenced by student and peer evaluations, development of new courses or special teaching materials, and / or significant achievements in the domain of their professional disciplinary activities. In some instances, the aggregate achievement in these areas rather than the level of achievement in each area will provide sufficient grounds for considering an individual for appointment or promotion to this rank.

Adjunct Professor – Individuals recommended for appointment or promotion to the rank of Adjunct Professor will ordinarily fulfill the qualifications for appointment to the rank of Adjunct Associate Professor and, in addition, must have a substantial reputation for excellence in teaching / instruction and / or a record of scholarship, presentations, or leadership positions of substantial authority, recognition beyond Temple University as evidenced by honors and / or recognition from institutions,

professional associations, or organizations in their fields of disciplinary expertise. In some instances, the aggregate achievement in these areas rather than the level of achievement in each area will provide sufficient grounds for considering an individual for appointment or promotion to this rank.

### **General Expectations for all RAQA Adjunct Faculty:**

The adjunct must:

- a. Meet all classes as agreed upon with the RAQA administration and published in the Schedule of Classes. Any changes to the schedule must be discussed with and approved in advance by the RAQA Office.
- b. Abide by the good teaching practices stipulated in the RAQA Faculty SOPs.
- c. Create challenging exams, which are changed each semester.
- d. Engage students in interesting debates about current industry topics.
- e. Attend all RAQA faculty meetings and embrace any academic or programmatic changes addressed in those meetings (such as mandatory statements for syllabi; changes to student policies, or updates to University procedures).
- f. Update course syllabi as required to reflect the latest trends and practices of industry, apprising the RAQA administration of those changes by providing copies of syllabi at the start of each semester. (A copy of the current RAQA course syllabus template is available on the RAQA Faculty Canvas page.)
- g. Abide by School grading policies at the Graduate Level, which include fair but competitive analysis of student performance in all courses.

### **Factors to be Considered for Promotions and Pay Increases**

For the RAQA program, promotions and salary increases are determined by a number of factors including, but not limited to the following:

- The number of semesters /years an individual has taught in the program;
- The number of different courses an individual teaches for the program;
- Favorable course evaluations from students, fellow faculty, and administration;
- Adherence to the Faculty SOP's provided by the program;
- Contribution to the program's curricular development;
- Participation in program-sponsored graduations, Career Nights, Open Houses and other events, and,
- Participation in faculty meetings, which is mandatory, since remote transmission is provided and PowerPoint presentations from these meetings are available.