

**UNC Eshelman School of Pharmacy  
University of North Carolina at Chapel Hill**

**Policy and Procedure for the Annual Faculty Merit and Impact Review Process  
(Approved; 12/15/2011)**

**Philosophy and Background**

The Faculty Merit Review and Impact Review Process was first implemented by the School in the spring of 2005 and utilized since to guide School administrators on issues of merit- and impact-based annual salary increases, faculty retention decisions, and Academic Excellence Awards decisions.

The UNC Eshelman School of Pharmacy espouses a philosophy to acknowledge and reward exceptional faculty performance in the three primary areas of the mission of the School: Research, Education, and Service. The “*Impact*” the School has on the state, nation, and world and the reputation that follows is based on the constant pursuit of excellence in these three areas. This is consistent with our School’s mission and recognized within our Appointment, Reappointment, Promotion, and Tenure (ARPT) document that acknowledges the Scholarship of Discovery, Education, and Application as critical elements of the promotion process. This process provides the School with a “near 360-degree” performance-based evaluation of faculty. The process also facilitates the recognition of faculty that contribute to the broad missions of the School in potentially very different ways, as well as allowing leadership of the School to appreciate the richness of the talent of the faculty. Special consideration should be given to the faculty member’s contribution to all Strategic Initiatives in the School’s Strategic Plan. In addition, the process complements the “Academic Excellence Awards Program” that was approved by the Office of the Provost in August 2004. The Academic Excellence Awards Program and this policy pertain to School faculty that are in the Tenure Track or Clinical Track and that are supported directly by the School with an effort of 50% or greater.

The discussion and outcomes of all Faculty Merit Review and Impact Review Process and meetings are confidential and will not be disclosed under any circumstances.

**Procedure**

The Annual Faculty Merit and Impact Review Process is a four step process, as follows:

**Step I. Annual Faculty Activity Report & Career Planning Document:** The standard evaluation period for faculty is the preceding full calendar year. As part of the normal faculty review process, all faculty complete the Annual Faculty Activity Report & Career Planning Document and share this document with their Chair by February 1. This document serves as the basis for the discussion between the faculty member and their Chair regarding the three most important issues:

- Assessment of annual faculty performance.
- Faculty contributions to the Strategic Plan.
- Career Planning Document (updated annually) for faculty to consider for the next academic year and beyond.

**Step II. Faculty-Chair Merit Review:** The Chair is required to:

- Meet with all divisional faculty one on one to discuss the Annual Faculty Activity Report and Career Planning Document by April 1.
- Score each faculty member between 1 (lowest) and 4 (highest) as an indication of how well they performed their faculty duties over the evaluation period.
- Rank order all faculty within their division from one (highest ranked in division) to N (lowest ranked in the division, where N equals the total number of faculty in the division) based on “*Impact*” of their contribution to the division and School during the evaluation period.
- Submit their Score and Rank Order analysis to the Office of the Dean for compilation by April 15.

**Step III. School Faculty Impact Review:** Following the receipt of all Chairs’ faculty Score and Rank Order data, the Dean calls a meeting (between April 15 and June 1) of the Faculty Merit and Impact Review Committee. The Committee is composed of the following people:

Dean (Chair of the Committee)

Vice Dean

Executive Associate Dean for Professional Education

Associate Dean for Research

Associate Dean for Economic Development and International Partnerships

All division Chairs:

Chair of the Division of Chemical Biology and Medicinal Chemistry

Chair of the Division of Molecular Pharmaceutics

Chair of the Division of Pharmacotherapy and Experimental Therapeutics

Chair of the Division Pharmaceutical Outcomes and Policy

Chair of the Division Pharmacy Practice and Experiential Education

The intent of this review is to enable each faculty member to receive input and advocacy from all members of this Committee. This “near 360-degree” performance review serves as the basis for the merit review process and provides the Chair with a unique opportunity to provide feedback to each member of their faculty.

The process consists of the following and is comparable in concept to an NIH Study Section Review:

- The Faculty Merit and Impact Review Committee is sequestered in a private location for a period of normally one working day.
- Each member of the Faculty Merit and Impact Review Committee signs a confidentiality agreement prior to the start of the meeting.

- The Dean declares that the meeting will go into closed session to discuss personnel matters.
- Each division Chair is provided approximately 3-5 minutes to provide background and to summarize their rationale for the Score and Rank Order assigned to a given faculty member within their division. Other members of the Committee are expected to challenge the Chair's assessment and offer individual perspectives of the unique contributions each faculty member makes to the division, School, University and profession. Both positive and negative attributes are openly discussed.
- All faculty (except members of the Executive Committee) are presented and independently evaluated by each member of the Faculty Merit and Impact Review Committee.
- All Faculty Merit and Impact Review Committee members rank order the entire faculty from one (highest ranked in the School) to N (lowest ranked in the School, where N equals the total number of faculty in the School) based on the "*Impact*" of their contributions during the evaluation period.
- All individual Rank Order data is confidentially provided to the Dean and the data is averaged with variances analyzed to assess for potential bias or outliers. The final data is retained only by the Dean and utilized as a basis for justification for merit-based annual salary increases, faculty retention decisions, and Academic Excellence Awards decisions.

**Step IV. Formal Evaluation Report:** The Chair prepares a formal annual evaluation report by June 15, which is distributed to the faculty member and the Dean summarizing their faculty members' performance over the evaluation period. The Chair of each division is encouraged to utilize selected information learned from the Faculty Merit and Impact Review Committee in a responsible manner and share constructive elements and only qualitative data with individual faculty for the purpose of faculty self-improvement.