

Successful Practices in
Faculty Searches, Recruitment, and Hiring
Pharmaceutical Education 2002

University of Colorado Health Sciences Center

School of Pharmacy
Denver, Colorado 80262

Faculty Searches, Recruitment, and Hiring

Proposal for a New Faculty Compensation Plan

Introduction

The School of Pharmacy is proposing a new Faculty Compensation Plan. The principal purpose of the plan is to sustain a high level of excellence in the school's academic programs by attracting and retaining outstanding faculty members. This purpose can be realized only if the school provides faculty compensation packages competitive with those of other outstanding pharmacy schools in the United States. However, absent a change in its present approach to faculty compensation the school foresees great difficulty remaining competitive with its peer institutions. If approved, the plan will provide opportunities to amply reward superior faculty performance through the use of salary supplements and incentives. A base salary will be guaranteed for all regular, full-time faculty members who are satisfactorily discharging their academic responsibilities.¹ Salary supplements will be determined annually and prospectively. Incentive pay will be distributed retrospectively in accordance with Faculty Practice Plan rules. These rules will be established by the plan's members and will be subject to administrative review and approval.

Description

1. All faculty salaries in the School of Pharmacy will be determined using the new Faculty Compensation Plan.
2. Regular, full-time faculty members' salaries will have three components: a base, a supplement and an incentive. Prior to the start of each fiscal year, faculty members will be notified of the base and supplement components of their salary for that year. Faculty members who do not have regular, full-time status will not have base components to their salaries.
3. Department chairs will be responsible for recommending faculty salaries. Those faculty members who do not report directly to a department chair will have their supplements determined by their direct supervisor. Recommended faculty salaries will require approval of the dean and chancellor.
4. A base salary will be established for each regular, full-time faculty rank. The base salary will represent the portion of a faculty member's salary which will be guaranteed for the term of his/her contract. Base salaries for faculty members who are performing at a satisfactory level (i.e., their annual performance rating is at or above "satisfactory") will be adjusted annually to a level equal to 80 percent of the average salary by rank reported in the American Association of Colleges of Pharmacy's annual survey of faculty salaries. Applicable salaries will be those reported by public institutions for all faculty members at each rank with calendar year appointments and 0-1 years of service.
5. Base salaries, as established above, will apply to faculty members hired after approval of this compensation plan by the Board of Regents. Base salaries of faculty members hired before plan approval will be maintained at their then current levels until such time as they become equal to the base salaries established for faculty members of equivalent rank hired after plan approval.²
6. The base and supplemental components of the salary will be funded from traditional revenue sources available to the school [i.e. unrestricted funds (including state general fund, tuition and indirect cost recovery); grants and contracts; auxiliaries and gifts]. The incentive component of the salary will come from Faculty Practice Plan revenues (in accordance with Faculty Practice Plan rules).
7. Subject to the availability of funds, each regular, full-time faculty member will be eligible to receive an annual salary supplement.

¹ For the purposes of this policy, a regular full-time faculty member is defined as one who has a calendar year appointment at the rank of assistant, associate or full professor in either the tenure track or clinical/teaching track.

² When a faculty member whose base salary has been maintained at its pre-plan approval level is promoted to a higher rank, his/her base salary remains at its then current level or at 80% of the appropriate AACP survey level, whichever is higher.

8. Salary supplements will be determined prior to the start of each fiscal year. Annual faculty performance evaluations and their consequent merit ratings, together with market, career merit, salary equity, promotion considerations and funding availability will serve as the basis for determination of salary supplements.
9. To be eligible to receive a salary supplement, a faculty member must have achieved in the previous calendar year a merit score of 3.0 or higher on the School of Pharmacy's five-point performance evaluation scale (where 1=unsatisfactory and 5=outstanding) in each category within his/her distribution of effort agreement (see attached). However, total salary cannot decrease more than 20 percent in any given year.
10. The base salary of a faculty member who is performing at a satisfactory level (i.e., their annual performance rating is at or above "satisfactory") will not be decreased unless deemed critical because of a financial necessity determined by the dean of the School of Pharmacy or the chancellor of the Health Sciences Center.
11. Academic department chairs, working in conjunction with departmental faculty, will be required to develop standards for annual faculty performance evaluations and a clear description of how these standards will correlate with the performance ranking and level of salary supplement for each faculty member.
12. First year salary supplements for new faculty members will be determined at the time of appointment. The magnitude and duration of the supplements will be negotiable.
13. Total salary (base salary plus supplement) will be paid monthly via the university's payroll system.
14. Applicable benefits will be calculated on base salary plus supplement plus incentive (i.e., on total annual compensation).
15. Incentives, if any, will be provided under the School of Pharmacy's Faculty Practice Plan rules but, like supplements, will not be guaranteed from year to year. The Faculty Practice Plan rules, to be developed jointly by the faculty and administration of the School of Pharmacy, will detail both the nature of the revenues to be deposited in the Faculty Practice Plan account and the guidelines for distributing these revenues to faculty members in the form of incentive pay.
16. The Faculty Compensation Plan will be subject to periodic review and revision.

Outcomes

The University of Colorado School of Pharmacy implemented this new compensation plan during calendar year 2002. The school was able to provide competitive salary increases using funds that would not have been used in prior years (such as one-time money, salary reimbursements, revenue from sales and service, etc.) because we have reduced the school's commitment to permanent increases in base salary. Maintaining competitive faculty salaries is a major priority for the school.

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Faculty Searches, Recruitment, and Hiring

For our most recent searches for faculty in the Department of Pharmaceutical Sciences and for our recent search for the Chairperson for the Department of Pharmacy Practice, we utilized an aggressive, structured process.

1. Appointment of Search Committee

The leadership and membership of the search committees were strategically selected to include important stakeholders. The committees were chaired by a senior faculty, the primary membership was a mix of mid and entry level faculty who would work most closely with the position and one faculty from the other department.

2. Needs assessment, position description and add

Three of the positions we were recruiting for were existing positions and two of the positions were newly added positions. For each of these, the needs of the department and the school were examined by the search committee and the administrative leadership team (ALT). A position description was then written by the ALT. The add was composed by the search committee to reflect the unique characteristics of our University, School and the position, and approved by the university.

An evaluation instrument was created for each position, which reflected the characteristics and abilities desired of the person for the position. These instruments were used to screen the applicants prior to the interviews and for evaluation following the interviews.

3. Advertising

Our university has a budget for position recruitment. Two appropriate written publications were identified by the search committee for advertising the position. The add was posted on the MSOP website and any other on-line postings which were identified as appropriate and of minimal cost. The primary applicant pool and supervisors for that applicant pool were identified and letters were written to those individuals. To accomplish this, address lists were purchased from AACP. Faculty and other interested individuals were encouraged to make personal contacts of qualified individuals.

4. Interviews

Our university restricts us to interviewing two candidates on campus for each advertised position. Therefore, personal reference checks and search committee-candidate conference calls were used to screen the applicants.

Applicants were provided materials about the school, university and city to allow them to understand as much about us and their compatibility with us as possible prior to the visit.

The on-campus interviews were carefully structured to provide the candidate exposure to important people and aspects of the department, school and university as well as related institutions. The faculty to accompany the candidates to meals were carefully selected to provide additional information to the candidate, and reflect positively on our school. A search committee member was part of each meal function, to provide feedback to the committee. Separate less formal coffees were organized for the

candidate to interact with small groups of student leaders, staff and representatives of important affiliated organizations.

The candidate was asked to provide a seminar in keeping with the position. For example, the chair candidates were asked to present a seminar on their leadership and management philosophy and style. Faculty in Pharmacy administration were asked to present a seminar on an area of research incorporating their teaching style.

A Realtor was engaged to provide a tour of the city and neighborhoods.

5. Assessment

The evaluation instruments were provided to each of the individuals involved in the interview process. The forms were color coded for faculty, staff, students, affiliated persons and administration.

The five searches resulted in our hiring five outstanding faculty. We successfully recruited Ph.D.s in Pharmaceutics, Pharmaceutics/Pharmacokinetics, Molecular Pharmacology, and Pharmacy Administration and a Chairperson for the Department of Pharmacy Practice. Three of these individuals were recruited and hired since April of 2002.

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Faculty Searches, Recruitment, and Hiring

Description

The process to be described is the search for a Chair of the Department of Pharmaceutical Sciences (PSC). The Dean in consultation with faculty, the former chair, acting chair, associate deans, and chair of the Department of Pharmacy Practice and Science (PPS) appointed a search committee of eight faculty. The Committee was ethnically and gender diverse composed of four faculty members from the PSC Department, one faculty member from the Pharmacology Department of the Medical School, one faculty member from the PPS Department and the Committee chair who is the Chair of the PPS Department. The Dean also retained a consultant to assist with the process. The consultant spent most of his time during the early stages of the recruitment by assisting in the development of the search process. An administrative assistant was assigned to staff the Committee. The Dean had given the committee a very short time period for when he wanted to have at least three names of highly qualified individuals unranked for onsite interviews. The time period was three months. This tight time period forced the Committee to focus and work hard in recruiting qualified applicants. At this writing the Committee is anticipating the completion of the first part of the process within four months.

The first step in the process was developing a position announcement for advertising in various print and electronic media. Advertisements were placed in several scientific media including *Science* (both hard copy and electronic), FASEB web site, Sciencejobs.com, American Association of Pharmaceutical Scientists Journal, and the AACP Newsletter. Letters with the position announcement were sent electronically to all deans of colleges/schools of pharmacy and to all chairs of basic science departments in all schools/colleges of pharmacy. A letter and a position announcement was also sent electronically to all pharmacology departments in schools/colleges of medicine. The next step was to develop a mission, vision and goals (MVG) statement for the Department. This was then shared with the Department faculty and with minor revision accepted. The Committee also informed the faculty of the process. The MVG statement provided the basis on which a detailed job description, position expectations, and evaluation criteria could be developed by the Committee.

The PSC Department wanted a chair to lead it to become one of the top 10 programs with respect to federal funding. The MVG statement, expectations and evaluation criteria were sent to all applicants and potential applicants. The advertisements only generated four applications. Recruiting additional applicants required personal contacts and networking by committee members. Each Committee member solicited nominations from colleagues as well as making their own. This process resulted in over 50 individuals to be personally contacted. The Committee chair also contacted a minority dean to solicit nominations of underrepresented minorities. At each weekly meeting status reports were given on phone contacts. This process produced an additional 11 applications of highly qualified individuals.

Part of the search process that was recommended by the Dean and the consultant was to invite the top applicants to meet with the committee at an off campus site. This was to assure confidentiality until the top 3-4 applicants were recommended for on campus interviews. These screening interviews provided the Committee with valuable information about each candidate's suitability for the position as well and provided the applicant with additional information about the School and Department. Prior to the screening interviews the Committee had developed a list of questions that parallel the evaluation characteristics that had been sent to each applicant. The areas of evaluation included leadership, scholarship, teaching (professional and graduate), entrepreneurialship and fund raising skills, national reputation, external effectiveness, internal effectiveness, commitment to affirmative action and

commitment and compatibility with the Department's goals. The candidates seem to appreciate the opportunity to meet with the Committee and to learn more about the School and Department before going further in the process.

At the time of this writing the Committee has several more screening interviews to conduct and hopes to be able to provide the dean with the top 3-4 applicants for on campus interviews within the next two weeks. The total time for the process from the initial committee meeting with the Dean to receive the Committee's charge to making an offer to the top candidate is expected to be six months or less.

The key steps of this process are the following:

1. Get advertisements out quickly
2. Developing MVG statement
3. Develop evaluation characteristic
4. Develop list of expectations, qualifications, and responsibilities for the position
5. Networking and personal contact with potential applicants
6. Weekly meetings of Committee to keep focused and to develop a sense of community and speaking with one voice
7. Screening interviews as a way to narrow the field to the top 3-4 applicants which could not be done as easily with a paper review
8. Maintain confidentiality of applicants throughout process until the top three-four are brought on campus for interviews
9. Solicit references of top candidates interviewed on campus
10. Make final recommendation to the Dean of finalists for his selection

Outcomes

The initial outcome of the process was the receipt of a number of highly qualified applicants. The ultimate anticipated outcome is that a chair will be hired from a cohort of three or four finalists in a period of time of six months or less. Weekly committee meetings and networking with one on one contact with potential applicants was very successful in obtaining applications from outstanding pharmaceutical and biomedical scientists. Merely relying on advertisements does not seem to be effective in obtaining the best applicants for this high level administrative position.

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In order to strengthen the faculty search and recruitment process for Pharmacy Practice faculty, the specific practice site identified for each open position was highlighted in separate advertisements (site-specific advertisements) to attract faculty to both the School of Pharmacy and the practice site. In addition, meetings with individual pharmacy directors helped to identify appropriate sites for specialties and to enhance the faculty development and experiential programs. Advertisements included the logo of the College, along with the logo of the practice site and highlighted strengths of the practice site, including affiliations of the practice sites with other health care institutions. A cost-effective approach was taken for featuring the advertisements. As the advertisements were submitted to agencies, in many cases, it was cost-effective to provide a listing of all open positions, including the practice sites, and to refer potential candidates to the College's website to access more details provided in the site-specific advertisements. The Search Committee and Department Chair also found the site-specific advertisements very useful at pharmacy meetings for recruitment purposes.

Another strategy that enriched the faculty search and recruitment process was to include a faculty member from an outside department as part of the Search Committee and to involve students in the interview process.

Outcomes

The majority of the candidates contacted the Search Committee after viewing the site specific advertisements and indicated interest in the faculty position with a specific interest in the advertised practice site. Many potential candidates would seek further information about the practice site and College by viewing their websites and/or contacting key individuals.

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