**Incorporating Core Values into the Promotion and Tenure Process**

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University of Maryland School of Pharmacy

**Background/Rational**

The promotion and tenure process generally revolves around faculty providing evidence of achievement in three areas: teaching, scholarship, and professional service.

The tenure and promotion process can play a large role in defining the UMB culture that is shaped by our core values (**Respect and Integrity, Well-Being and Sustainability, Equity and Justice, Innovation and Discovery**). If UMB core values are tied to these three areas of achievement, our core values will have an easier time taking root within the academic side of our institution.

Consideration should be given to incorporating UMB core values into the existing tenure and promotion requirements of teaching, research, and service, which will allow faculty to focus on them as a routine function and expectation for tenure and promotion.

Candidates for promotion should reflect and show evidence of how they have incorporated UMB core values into their teaching, scholarship, and professional service.

UMB core values should be added to the following areas of evaluation which have been selected to reflect the candidate's service to the school, the University, the candidate's profession, disciplines outside the candidate's own profession, and the community.

**UMB Core Values**

This section addresses the core values of UMB that are emphasized and rewarded as part of the candidate’s annual review, reappointment, and promotion and/or tenure process.

Respect and Integrity

* The candidate values other persons and holds themselves accountable for acting ethically and transparently using compassion and empathy.
* The candidate can show how their teaching, scholarship, and service promotes open communication, adheres to the highest standards of professional and personal responsibility, and includes empathy and accountability.

Well-Being and Sustainability

* The candidate cares about the welfare of people, planet, communities, and University.
* The candidate’s work supports work-life harmony, promotes healthy behaviors, and protects the environment.

Equity and Justice

* The candidate is committed to providing, nurturing, and enhancing a diverse community of learners and scholars in an environment of equity and inclusion.
* The candidate’s work contributes to the diversity, equity, and inclusivity of learners and scholars at UMB and enhances the UMB environment of equity and inclusion.

Innovation and Discovery

* The candidate shows new and improved ways to accomplish their school’s/UMB’s mission through teaching, scholarship, and professional service.
* The candidate provides examples of how their work is committed to continuous improvement, promotes ingenuity, and supports the culture of taking thoughtful risks and proposing bold ideas.

**Examples**

How UMB’s core values could be incorporated into the promotion and tenure process:

* The UMB core values are highly valued and should be acknowledged and rewarded in the promotion/tenure review process.
* Need to be cautious since promotion and tenure is a sensitive process. Use simple and broad language in your promotion/tenure guidelines/policies so that you don’t come across as being prescriptive.
* Candidate should self-reflect and provide evidence on how UMB’s core values are aligned with or used in their teaching, service, and scholarship.
* The candidate’s dean, department chair, or peer review committee also may choose to provide evidence as to how the candidate has taken the core values into consideration or used them as part of their teaching, service, and scholarship.
* Each professional school may choose to take their own approach to determine how UMB’s core values will be incorporated into the promotion and tenure process.
* A standard/template of questions related to UMB’s core values could be created and added to school’s promotion and tenure guidelines.