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**PROCEDURES FOR APPOINTMENT, PROMOTION,
REAPPOINTMENT, AND EVALUATION OF NONTENURE-TRACK FACULTY**

Approved by Academic Council
November 8, 2006

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**PROCEDURES FOR FACULTY APPOINTMENT, PROMOTION,
REAPPOINTMENT, AND EVALUATION OF NONTENURE-TRACK FACULTY**

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PROCEDURES FOR APPOINTMENT, PROMOTION, REAPPOINTMENT, AND EVALUATION OF NONTENURE-TRACK FACULTY

Section 1. Definitions

- A. Curriculum Vitae (CV). The curriculum vitae is the document submitted by the candidate for consideration for appointment. Suggested items include information on Teaching, Research and Scholarly Pursuits, Academic and Public Service, and Pharmacy/Practice Patient Care.
- B. Days. Days as used in this document are working days.
- C. Dossier. A file containing the faculty member's documents submitted for consideration for promotion.
- D. Letter of Appointment. The letter of appointment is a document initiated by the College and sets forth the conditions of employment. Any previous experience to be counted toward a faculty member's time in rank may be negotiated prior to appointment and will be documented in the letter of appointment. Any modifications to the letter must be in writing and agreed to by both parties.
- E. Notice of Nonreappointment. Notice of nonreappointment is a written notification by the Dean that the College intends to terminate a faculty member's appointment at a specified time.
- F. Nontenure-Track Position. A nontenure-track position is a faculty appointment that does not include the eligibility to apply for tenure.

Section 2. Academic Appointments

- A. The following academic ranks have been established for nontenure-track faculty:

Professor
Associate Professor
Assistant Professor
Instructor

- B. Standing Appointments

Appointments on a continuing basis subject to periodic review for reappointment and nonreappointment with all the rights and responsibilities as set forth in the Institutional Faculty Bylaws. The title does not have a limiting prefix.

- C. Limited Appointments

The following appointments may be awarded to persons whose academic contributions to the College are limited in time or scope. For persons holding rank at another accredited institution of higher education, the rank awarded will usually be consistent with the rank held at the primary institution.

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1. Adjunct appointments are for persons whose academic contributions to the College are primarily teaching and for whom another category of appointment is not appropriate. The prefix "Adjunct" is added to the rank.
2. Research appointments are for persons whose contributions to the College are primarily investigational. The prefix "Research" is added to the rank.
3. Visiting appointments are for persons from other institutions who are temporarily involved in the programs of the College of Pharmacy. The prefix "Visiting" is added to the rank.

D. Joint Appointments

1. These nontenure-track appointments may be awarded to individuals who already hold an academic appointment within the Institution.
2. Joint appointments may be made only when an individual participates in teaching or scholarship in a department, other than the faculty member's primary department, to a significant degree and when such teaching or scholarship is expected to be of long duration.
3. Such appointments require the recommendation of the Department Chair where the secondary appointment is sought and the concurrence of the Department Chair where the primary appointment is held or sought. These appointments will be processed in accordance with the procedures outlined herein.
4. The appointment will ordinarily be at the same level as the appointment held in the primary department.
5. An application for promotion will always be initiated through the faculty member's primary department.
6. The equivalent promotion for the secondary appointment is not automatic but is predicated upon the positive recommendation of the Department Chair where the secondary appointment is held.

E. Appointments/Promotions Solely Within the Purview of the Dean

Recommendations for appointment and promotion in the following categories are typically reviewed and approved solely by the Dean but may, at his/her discretion, be forwarded to the Faculty Appointments and Promotions Committee and/or the Academic Council.

1. Visiting appointments, if the recommended rank is consistent with the individual's qualifications or appointment at another accredited institution of higher education;
2. Adjunct or Research appointments, if the recommended rank is consistent with the appointment an individual holds at another accredited institution of higher education;
3. appointments at the level of Instructor; and

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4. Retired appointments.

Section 3. Titles of Distinction

A. Retired

1. A faculty member who formally retires after continuous and dedicated service to the College of Pharmacy and who will not continue to be involved in its educational, scholarship, or service programs on an ongoing basis and will no longer be engaged in the active practice of pharmacy, may be eligible for “retired status.”
2. A faculty member may request, in writing, through the appropriate Department Chair the addition of a retired designation to the faculty rank held at the time of retirement. Recommendations will be forwarded to the Dean.
3. The Dean will act on the recommendation and, if positive, will notify the faculty member that the designation (Retired) may be added following the faculty title at time of retirement, e.g., Professor of Pharmacy Practice (Retired). Faculty placed on retired status are not subject to the formal reappointment review process.

B. Emeritus

1. The title “Emeritus” is a nonsalaried designation of distinction conferred by the Board of Trustees upon a retired faculty member who has given continued, dedicated, and distinguished service to the College of Pharmacy.
2. Emeritus status is awarded to the faculty rank held at the time of retirement.
3. Recommendations for the award of Emeritus status may originate with the Departmental Chair, Dean, or the President.
4. If the President concurs with the recommendation, it will be forwarded to the Board of Trustees for consideration.

C. Honorary

1. The title “Honorary” is a nonsalaried designation of distinction conferred by the Board of Trustees upon an individual who has contributed significantly to the mission of the College. Honorary titles may also be conferred upon individuals known nationally or internationally who have made significant contributions to his/her discipline.
2. The rank conferred would be preceded by the title “Honorary”.
3. Recommendations for the award of Honorary status may originate with the Departmental Chair, Dean, or the President.
4. If the President concurs with the recommendation, it will be forwarded to the Board of Trustees for consideration.

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- D. Utilization of College resources by a faculty member holding a title of distinction will be individually determined by the Department Chair with the concurrence of the Dean and President.

Section 4. Basic Principles for Appointment, Promotion and Reappointment

- A. Appointment to the faculty is a privilege, not a right.
- B. The candidate has the right to a full, impartial and confidential review of the credentials submitted.
- C. Faculty with nontenure-track appointments are expected to contribute to the teaching, scholarship, and/or service programs of the College in a manner consistent with the mission of the respective department and in accordance with the faculty member's letter of appointment.
- D. A nontenure-track appointment is made with the expectation that it will continue until a termination notice is given by either the faculty member or the College of Pharmacy in accordance with the Institution Faculty Bylaws, policies and procedures. Any time accrued under nontenure-track appointments will not count toward tenure or any probationary period.
- E. There is no requirement that a faculty member be promoted after a given period of service in order to hold or maintain a given rank.
- F. Reappointment
 - 1. Reappointment to the faculty is not automatic.
 - 2. The decision to renew a faculty appointment will be based upon the activities of the faculty member since the last review and the needs and resources of the College.
 - 3. Once a faculty member has achieved a rank level, the faculty member will not be reduced in rank.
 - 4. A recommendation for nonreappointment is not considered a dismissal for cause, and as such cannot be appealed.

Section 5. Structure and Function of the Faculty Appointments and Promotions Committee

- A. Standing Committee of Academic Council - The Institutional Faculty Appointments and Promotions Committee is a standing committee of the Academic Council.
- B. Composition and Chair
 - 1. The Committee consists of five faculty members appointed by the Academic Council, in accordance with Institutional Appendix G. The Chair shall be designated by the Academic Council.
 - 2. A duly constituted Institutional search committee shall function as the Faculty Appointments and Promotions Committee for a candidate who is recruited through an appropriate search process.

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- C. Responsibilities - The Faculty Appointments and Promotions Committee will evaluate the materials in light of the criteria for appointment and promotion and will take into account any special consideration regarding the role, responsibilities and assignments of the faculty member as outlined in the faculty member's letter of appointment and makes recommendations to the Academic Council.
1. Evaluation - The Committee, during its evaluation, may:
 - a. interview the candidate;
 - b. after notifying the candidate, interview the Department Chair or other appropriate individuals;
 - c. request any additional information pertinent to the evaluation; and
 - d. seek external advice as it deems necessary.
 2. Recommendations - The Committee, by majority vote, will recommend one of the following and forward to the Dean:
 - a. approval of the request for appointment or promotion as submitted;
 - b. approval of the request for appointment or promotion with a revised rank or title; or
 - c. disapproval of the request for appointment or promotion as submitted. The Committee will transmit the recommendation and the reasons therefore to the Dean and the Department Chair. The Department Chair shall promptly inform the candidate of the recommendation. In the case of promotion, the candidate shall also be informed by the Department Chair of the right to appeal.

Section 6. Requirements for Ranks

A. Assistant Professor

Individuals appointed at or promoted to this rank have more experience than Instructors and show promise of achieving excellence in teaching, as well as in other areas appropriate to their work assignments (e.g. clinical/professional service, scholarly activity).

B. Associate Professor

Individuals appointed at or promoted to this rank must have a documented record of excellence in one of the three areas of teaching, clinical/professional service, and scholarly activity, as well as a documented record of accomplishment in one of the other two areas. Active and collegial participation in institutional service is expected.

C. Professor

Individuals appointed at this rank must have a sustained record of excellence in teaching as

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well as a record of excellence in either clinical/professional service or scholarly activity. A record of significant accomplishment is expected in the third area. Faculty at this rank should have attained national recognition in their field, with a strong likelihood of maintaining such recognition. They should exhibit significant leadership and collegiality within their department, the College, and the community at large.

Section 7. Time in Rank

A. Instructor to Assistant Professor

1. The minimum time in rank prior to consideration for promotion to Assistant Professor is three (3) years. In exceptional circumstances, if recommended by the Department Chair and approved by the Dean, a candidate may be considered prior to that time.
2. Prior service may be counted toward the time in rank requirement if specified in the letter of appointment or an amendment thereto.

B. Assistant Professor to Associate Professor

1. The minimum time in rank prior to consideration for promotion to Associate Professor is five (5) years. In exceptional circumstances, if recommended by the Department Chair and approved by the Dean, a candidate may be considered prior to that time.
2. Prior service may be counted toward the time in rank requirement if specified in the letter of appointment or an amendment thereto.

C. Associate Professor to Professor

1. The minimum time in rank prior to consideration for promotion to Professor is seven (7) years. In exceptional circumstances, if recommended by the Department Chair and approved by the Dean, a candidate may be considered prior to that time.
2. Prior service may be counted toward this requirement if specified in the letter of appointment or an amendment thereto.

- D. Upon the recommendation of the Department Chair and with the concurrence of the Dean and the Academic Council, exceptions to the considerations outlined herein may be granted.

Section 8. Appointment, Promotion and Reappointment

A. Appointment

1. Initial appointment is primarily based upon past performance with an expectation of continued contribution at a level commensurate with the appointment description and rank as described in Section 7 of this Appendix.
2. Considerations include, but are not limited to:
 - a. possession of an appropriate terminal degree or exceptions as justified by

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- b. the candidate's Department Chair and approved by the Dean and President; expertise in an appropriate academic field and evidence of dedication to continuing advancement of this field of knowledge;
- c. ability and dedication as an effective teacher;
- d. creativity and competence in an appropriate field of research and scholarship; and
- e. ability to assume responsibility for professional services and administration of health and/or academic services.

B. Promotion

1. Promotions are made after the minimum time in rank and contributions commensurate with the higher rank have been achieved. The Committee will consider any specific exceptions or requirements set forth in the faculty member's letter of appointment or any amendments thereto.
2. In evaluating the candidate's performance, the weighting of the evaluation areas may vary. Consideration will be given to the mission of the Department and the demands of the appropriate discipline. Both quality and quantity of the individual's contribution will be taken into consideration.
3. Standards and documentation for promotion include but are not limited to:

a. Teaching

i. The Standard

Teaching is a central mission of the College of Pharmacy. A faculty member's teaching is reflected by students' achievements in the classroom, laboratory, and clinical arenas. Furthermore, teaching quality is documented by recognition and feedback from students, alumni and peer evaluation. Positive contributions to the learning environment and curriculum may support a faculty member's record of teaching.

ii. Documentation

Evidence of teaching proficiency or excellence may include, but is not limited to, some combination of the sources listed below. In joint endeavors, the evidence should specify the extent of each person's contributions.

- (a) Honors or special recognitions for teaching accomplishments;
- (b) Courses, curriculum, and instructional methods;
- (c) Effectiveness shown by student evaluations and accomplishments;
- (d) Faculty evaluation of expertise in instruction;
- (e) Publication activities related to teaching;
- (f) Grants related to instruction; and

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- (g) Election to offices, committee activities and other important service to professional pedagogical associations and learned societies including editorial work and peer review as related to teaching.

b. Scholarly Pursuits

i. The Standard

- (a) In accordance with the Institutional Faculty Bylaws, the four (4) categories of scholarship include discovery, integration, application and teaching.
- (b) Creative scholarly activity includes both original research resulting from investigative work or other peer reviewed contributions to the professional and scientific literature. Faculty shall conduct original research and other scholarly activity. The hallmark of creative scholarly activity lies in the peer reviewed “written” word. By having their contributions published, faculty can make a lasting contribution to the body of professional and scientific literature. Written work which is not peer reviewed may support a faculty member’s dossier, but by itself is insufficient evidence of excellence in scholarly activity. Similarly, oral presentations may support a faculty member’s dossier but are insufficient evidence of proficiency or excellence in scholarly activity.
- (c) Faculty shall conduct research and/or other creative scholarly activity that clearly demonstrates high quality and conforms to the highest ethical and legal standards. Quality is stressed over quantity.

ii. Documentation

Evidence of creative scholarly activities includes, but is not limited to, the sources listed below. In joint endeavors, the evidence should specify the extent of each person’s contribution.

- (a) Publication of peer reviewed scholarly products includes but is not limited to:
 - (1) Articles, abstracts, and other scholarly works published by reputable journals, scholarly presses, or publishing houses that accept works only after rigorous review and approval by peers in the disciplines.
 - (2) Scholarly reviews, books, book chapters and case reports which are peer reviewed.
 - (3) Presentation of research papers before professional and scientific societies.

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- (4) Development of or obtaining patents for, processes or instruments useful in solving important problems.
- (b) Grants and contracts related to research and creative scholarly activities.
 - (1) Competitive extramural funding from the federal/state government and national/state foundations.
 - (2) Extramurally funded investigator initiated research, e.g. industry sources.
 - (3) Extramurally funded research without peer review.
 - (4) Industry sponsored research with protocol developed by funding source.
 - (5) Competitive intramural funding.
- (c) Acknowledgement of research and creative activities.
 - (1) Membership on editorial boards, study section review panels, or grant selection committees.
 - (2) Election to offices, committee activities, and important service to professional associations and learned societies, including editorial work and peer reviewing as related to research and other creative scholarly activities.
 - (3) Honors and awards for research or other creative activities.
 - (4) Honorary degrees
 - (5) Honorary title at another academic institution
 - (6) Appointments as consultants to state, national, and international groups engaged in creative scholarly activity endeavors; evidence of competitive selection is advantageous.
 - (7) Invitations to testify before government groups concerned with research or creative scholarly activities; evidence of impact is advantageous.
 - (8) Award of patent and licensing of technology.
 - (9) Publication or dissemination of peer reviewed software for patient care, practice or basic research.
 - (10) Dissemination of new practice methods (patient care and managerial) into multiple healthcare systems; evidence of peer review is essential.
 - (11) Selection for membership on the graduate faculty or service as a graduate student instructor/mentor/coach/ collaborator.
 - (12) Peer acceptance of innovative new patient care technique as evidenced by acceptance in other healthcare systems; evidence of peer review is essential.
 - (13) Membership on important professional expeditions or membership on healthcare teams through involvement in development projects; evidence of competitive selection processes is advantageous.
 - (14) Special fellowships for research or healthcare creative scholarly activities or selection for tours of duty at special institutes for advanced learning; evidence of a competitive

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selection process is advantageous.

c. Academic Service

i. The Standard

Academic service is oriented to the needs of the Department, the College of Pharmacy, and the Institution. All faculty, regardless of rank and academic appointment, have general academic service responsibilities. At the Dean's discretion, selected faculty carry formal administrative responsibilities as College administrators. Definition of these formal administrative responsibilities and evaluation of administrative performance is guided by specific position descriptions. While central to the College's mission and operation, excellence in formal administrative service alone is insufficient for promotion.

ii. Documentation

Evidence of academic service effectiveness may include, but is not limited to, some combination of the sources listed below.

- (a) Effective and diligent advising of students;
- (b) Effective, consistent, and reliable participation in Departmental committees and ad hoc advisory groups.
- (c) Voluntary leadership in Department committee activity.
- (d) Participation in the Department mentoring program.
- (e) Demonstrated willingness to volunteer for unexpected teaching, practice, or service activities.
- (f) Timely, consistent, and thoughtful input into Department planning retreats and activities.
- (g) Proactive problem identification and problem solving on behalf of the Department and College.
- (h) Active and visible participation and leadership in College-wide committees.
- (i) Voluntary advising to candidate organizations or residency groups.
- (j) Organization of Department or College-wide professional service initiatives.
- (k) Active, consistent, and reliable attendance at Departmental and College seminar series.
- (l) Active, consistent, and reliable attendance at faculty applicant interview seminars and participation in the professional activities of faculty and resident recruitment.
- (m) Active participation in Departmental and College sponsored receptions and outings.
- (n) Reliable representation of the College and Department at local, state, national and international professional association meetings.
- (o) Working toward the betterment of the College and Department.

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d. Public Service

i. The Standard

- (a) Faculty have, as a basic job responsibility, the provision of public service. Public service activities are basically oriented to the public and professional policy needs of society. Faculty who provide public service not only have continuing, direct contact with citizens and organizations in their practice and research arenas but also are deeply involved with local, state, national, and international leaders by providing for educational needs assessment, program development, training, consultation, and technical assistance.
- (b) Through instruction, faculty furnish leaders and groups with objective research results, clinical and other resource information for decision making. They design and conduct feasibility studies, field test basic and applied knowledge, develop procedural and technical manuals, and provide group instruction on and off campus.
- (c) All of this activity requires a high level of scholarship, development of creative and focused methodologies, strong information organization and media use, and written and oral presentations exhibiting clarity and directness of expression. Many public service activities have only an indirect relation to research and the health professions in the pure sense but may lend themselves to publication in applied journals or other suitable research/creative publications.
- (d) Both the Institution and the College of Pharmacy are charged with the responsibility of developing and carrying out a high quality educational program. A crucial element of that responsibility is a service program responsive to the larger society that sustains the Institution and the College. The Institution and the College of Pharmacy distinguish between routine performance and service that draws upon the breadth and depth of professional expertise and scholarship. Faculty with responsibility in service must deliver it at a quality reflecting that scholarship.

ii. Documentation

Evidence of the effectiveness of public service contributions include, but is not limited to, the sources listed below.

- (a) Election to offices, committee activities and important service to professional associations and learned societies.

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- (b) Program and project coordination activities.
 - (c) Selection for special activities outside of the state or nation.
 - (d) Honors, awards, and special recognition for service activities.
 - (e) Consultation and technical assistance provided without monetary compensation.
- e. Contributions to Pharmacy Practice/Patient Care
- i. The Standard
 - (a) Patient care, where applicable, is a consideration for promotion.
 - (b) The chief purpose of the discipline of pharmacy practice (patient care) is the provision of pharmaceutical care to individual patients and larger patient populations. Pharmacy practice by definition includes both direct patient-centered interactions (e.g. primary care, patient counseling, etc.) and practice management/ administration.
 - (c) Pharmacy practice faculty may have pharmacy practice responsibilities as a routine workload assignment. However, practice is not a primary responsibility. Rather, practice time and effort support the teaching and scholarship of the faculty member.
 - ii. Documentation

Evidence of pharmacy practice proficiency may include, but is not limited to, some combination of the sources listed below. In joint endeavors, the evidence should specify the extent of each person's contributions.

 - (a) Scholarship derived from practice.
 - (b) Certification and recertification by specialty boards. Completion of certificate programs (e.g. certified diabetes educator).
 - (c) Designation as fellow or other similar practice achievement recognition.
 - (d) Objective evaluation of practice effectiveness and quality through outcomes documentation and analysis.
 - (e) Election to offices, committee activities, and important service to professional associations and learned societies, including editorial work and peer reviewing as related to pharmacy practice.

Section 9. Annual Evaluation

The performance of all nontenure-track faculty with a standing appointment will be evaluated annually by the Department Chair. The evaluation will provide for constructive feedback to the faculty member.

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Section 10. Procedures for Processing Appointments and Promotions

A. Appointment

1. Search Committees

- a. Where appropriate, when a nontenure-track position has been authorized, the Department Chair will propose a search committee to the Dean who will appoint the committee.
- b. A duly constituted College of Pharmacy search committee shall function as the Faculty Appointments and Promotions Committee for a candidate who is recruited through an appropriate search process.
- c. The Search Committee's recommendation will be forwarded for review and recommendation in sequence to the Department Chair, Dean, and President for transmittal to the Board of Trustees for final action.
- d. The President will notify the candidate of the action of the Board of Trustees.

2. No Search Committee

- a. In the case where no Search Committee is involved, the Department Chair will forward a recommendation to the Faculty Appointments and Promotions Committee, except those appointments which are solely within the purview of the Dean.
- b. Positive recommendations by the Faculty Appointments and Promotions Committee shall be forwarded to the Dean.
- c. The Dean will make his/her own recommendation and forward it and the positive recommendation of the Faculty Appointments and Promotions Committee for inclusion on the Academic Council agenda.
- d. Positive recommendations by the Academic Council and Dean shall be forwarded to the President for transmittal to the Board of Trustees for final action.
- e. The President will notify the candidate of the action of the Board of Trustees.

B. Promotion

1. By July 1, a faculty member shall notify the Department Chair of the intent to stand for promotion.
2. By August 1, letters of recommendation received by Department Chair from at least two individuals from outside the consortium, mutually acceptable to the Department Chair and the faculty member, who are professionally qualified to render an opinion about the suitability of the candidate.

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3. By August 1, faculty members seeking promotion shall submit one copy of the completed "Promotion Dossier for Nontenure-Track Faculty" to the Department Chair.
4. By October 1, the candidate's Department Chair will forward the dossier, his/her letter of recommendation, and the external letters, if appropriate, to the Faculty Appointments and Promotions Committee.
5. Faculty Appointments and Promotions Committee Review
 - a. By November 1, the Chair of the Faculty Appointments and Promotions Committee will forward its recommendations to the Dean and copy the Department Chair.
 - b. The Dean will make his/her own recommendation and will forward it with the recommendation of the Faculty Appointments and Promotions Committee for inclusion on the Academic Council agenda
6. Appeal of a Negative Decision of the Academic Council
 - a. In the case of a negative decision, the candidate will be notified by the Dean and be advised of his/her right to appeal the decision.
 - b. Within 10 working days after receipt of the Academic Council's negative decision, the candidate may appeal to the Dean in writing.
 - c. The Dean will review all materials submitted and may either:
 - (1) overturn; or
 - (2) concur with the decision of the Academic Council.
 - d. The Dean will inform the candidate of the decision after completing the review.
 - e. If the Dean overturns a decision of the Academic Council, he/she will notify the Council and provide his/her reasons therefore.
 - f. The decision of the Dean is final.

Section 11. Procedures for Processing Reappointments and Nonreappointments

- A. The Department Chair will request an activity report at least annually from the faculty member concerning College related activities by September 1.
- B. The Department Chair will review the activity reports using the initial appointment and promotion criteria as a guideline.
- C. The Department Chair will notify a faculty member in writing by March 1 of the intention to recommend nonreappointment.

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- D. A faculty member who disagrees with the intention to recommend nonreappointment may request a meeting with the Department Chair within five (5) business days to determine if the matter may be resolved prior to notification of the Dean.
- E. After the meeting, the Department Chair will notify the faculty member and the Dean of the final recommendation.
- F. The Department Chair will forward recommendations concerning reappointment or nonreappointment to the Dean by March 15.
- G. The Dean's recommendations along with all others will be forwarded by April 15 to the President who will transmit them to the Board of Trustees for final action.
- H. In the event of nonreappointment, the final date of appointment will be June 30 of the same year.

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