Article I. Name

The name of the body constituted in this document shall be the Faculty of the College of Pharmacy of the University of Tennessee Health Science Center.

Article II. Membership

1. The voting membership of the Faculty of the College of Pharmacy (hereinafter referred to as the Faculty) shall consist of all individuals holding appointments in the College of Pharmacy in the ranks of Professor, Associate Professor, Assistant Professor and Instructor and who receive all or a portion of their salary from University funds or are appointed to the Faculty through affiliated institutions.

2. The Dean of the College of Pharmacy or the Faculty by majority vote may designate persons not included in the foregoing paragraph who shall have the privilege of attendance and discussion at Faculty meetings, but are not allowed to vote.

Article III. Officers

1. The Dean of the College of Pharmacy (hereinafter referred to as the Dean) shall be the presiding officer of the Faculty, and in the absence of the Dean, the Dean's designee shall preside.

2. The Chancellor of the University of Tennessee Health Science Center may, when deemed advisable, call and/or preside over any meetings of the Faculty.

3. The Secretary to the Dean shall serve as the secretary for the meetings of the Faculty and shall keep accurate records of all meetings of the Faculty. Upon Faculty direction, the Secretary shall transmit in writing, to the persons or bodies concerned, all motions passed or actions taken by the Faculty. The Secretary shall provide to the Chancellor and Faculty members a copy of all Faculty Meeting Minutes.

Article IV. Duties and Jurisdiction

1. The Faculty shall have jurisdiction over all matters concerning curriculum, admission requirements and graduation requirements of the College of Pharmacy. The Dean will implement the decisions of the Faculty in these matters based on availability of resources.

2. The Faculty shall consider any matter referred to it by the President, the Chancellor, the Administrative Council of any school/college of the University, the Dean, any member or members jointly of the Faculty, or the Faculty Senate.

3. The Faculty shall, at its March meeting, elect the requisite number of representatives to the University Faculty Senate. Those eligible for election shall include all Faculty members except those holding an appointment as Dean, Associate Dean, or Assistant Dean. Vacancies occurring other than by expiration of term shall be filled as soon as possible by nomination and vote of the Faculty.
Article V. Meetings and Procedures

1. The Faculty shall meet at least quarterly on a date and at a time and place designated by the Dean. Special meetings may be called by the Chancellor, the Dean or by written request of a minimum of four members of the Faculty.

2. The Dean's office will provide notice to each Faculty member reasonably in advance of any meeting. This notice shall contain the agenda of the meeting and such other information as may be desirable for advance study by the Faculty at least 3 working days before the meeting. The Dean's office will set the agenda. Any Faculty member may recommend items for addition to the agenda.

3. The order of business at each regular meeting shall be:
   a. Call to Order
   b. Determination of a Quorum
   c. Approval of Minutes of Last Meeting
   d. Reports of Committees
   e. Old Business
   f. New Business
   g. Announcements
   h. Adjournment

4. Normally, new business intended for discussion by the Faculty at a regular meeting shall be presented in writing to the Secretary a minimum of one week in advance of the regular meeting. Members of the Faculty shall have the right to present proposals from the floor at any time.

5. A majority (51%) of the full time Faculty shall constitute a quorum and it shall include those present in person or by interactive, synchronous electronic media.

6. At all meetings of the Faculty, voting shall be by voice, by show of hands, by rising vote, by electronic media, or by ballot, as decided by the presiding officer. It shall be in order, however, to move for a vote by ballot. A majority vote of voting members present shall decide a motion.

7. Proxy voting may be allowed on specific motions if that proxy is submitted to the Dean in writing in advance of the meeting at which the motion is to be considered. Any subsequent amendments to the original motion shall automatically invalidate the proxy vote.

8. Except where otherwise provided in these Bylaws, Robert's Rules of Order shall be followed.

Article VI. Standing Committees of the College

Standing committees of the College shall be appointed by the Dean unless otherwise specified in these Bylaws. In general, most committee membership terms are for 2 years except those which are ex-officio appointments or those which are otherwise specified in these Bylaws. Committee members may be reappointed. Committees will be comprised of Faculty members, staff, students, or alumni as specified in these Bylaws and when appropriate. These Committees shall initiate recommendations and receive matters referred to them by the Faculty or the Dean for study and recommendation. They shall report to the Faculty at least annually or when directed to do so by the Dean. All committees shall have representation from each campus and department unless otherwise specified in these Bylaws.
A. Academic Standing and Promotion Review Committee

The Committee on Academic Standing and Promotion Review is responsible for reviewing all students' academic performance each term and considering requests for readmission to the College of Pharmacy following academic dismissal, for considering cases regarding grade appeals and making recommendations to the Dean. The Committee will review academic performance of all students to identify academic deficiencies. The Committee is advisory to the Faculty regarding academic policies and procedures of the College of Pharmacy. New members of this committee must undergo training on the Family Educational Rights and Privacy Act (FERPA) training and all members must sign a statement understanding the FERPA requirements.

Membership includes representatives from the Faculty (at least one full-time Faculty member from each department and each campus), alumni, student affairs staff from each campus (non-voting), and the Associate Dean for Academic Affairs (ex officio and non-voting). Individual members and the Chairperson are appointed annually by the Dean.

B. Admissions Committee

The Admissions Committee is responsible for interviewing and evaluating qualified applicants and making recommendations regarding admisssibility of applicants; for conducting an ongoing review of the policies and procedures regarding admission and making recommendations to the Faculty for changes when necessary; and for assisting the College's Admissions Office in the development and implementation of an effective recruitment strategy. New members of this committee must undergo training on the Family Educational Rights and Privacy Act (FERPA) training and all members must sign a statement understanding the FERPA requirements.

Membership includes representatives from the Faculty (at least two full-time Faculty members from each department and each campus), the student body and alumni. The Executive Associate Dean shall chair the Committee. Individual members and the Vice-Chairperson are appointed annually by the Dean.

C. Assessment Committee

The Assessment Committee is advisory to the Dean on issues relating to the gathering and utilization of information regarding the performance of the College in meeting its goals and objectives as specified in the College Strategic Plan. The Committee is chaired by the administrator or faculty member designated by the Dean as having primary responsibility for coordinating and conducting all assessment activities within the College.

Membership includes representatives from the Faculty (at least two full-time Faculty members from each department and each campus) and a staff member with expertise in information technology. Individual members of the Committee are annually appointed by the Dean.

D. Budget Committee

The Budget Committee is advisory to the Dean on issues related to the financial management and budget of the College. The Budget committee will be responsible for developing a proposed budget for each new fiscal year and making recommendations for adjustments during the year based on any changes that occur during the year.
Membership shall be appointed annually by the Dean to adequately represent both departments and College administration.

E. Curriculum Committee

The Curriculum Committee is advisory to the Faculty on matters pertaining to the curriculum. The Committee shall concern itself with all matters affecting the professional educational programs within the College of Pharmacy. The functions of the Committee shall be to initiate and act upon curriculum matters from within or outside of its own membership and consider and bring to the Faculty for approval recommendations concerning curriculum, course content revisions, course designations, new courses, course prerequisites, requirements for pre-professional curricula, and changes and requirements for professional degrees. In addition, this Committee shall also concern itself with matters relating to the evaluation and improvement of teaching.

Membership shall include two representatives from each department, representation from each campus, three students, and a minimum of three at-large members who may be Faculty or alumni and the Associate Dean for Academic Affairs (ex officio). Individual members, the Chairperson and Vice-Chairperson are appointed annually by the Dean.

F. Dean’s Advisory Council

The Dean’s Advisory Council is an advisory committee to the Dean on academic matters affecting the College of Pharmacy.

The Council shall consist of three representatives elected by and from the Department of Clinical Pharmacy Faculty with at least one member elected from the Knoxville campus and two representatives elected by and from the Department of Pharmaceutical Sciences Faculty. There will be at least one at-large Faculty representative, two staff members, one Pharm.D. student, and one graduate student appointed by the Dean. Other members of the Council, who are ex officio and non-voting, include the Dean of the College, Executive Associate Deans, Associate Dean of Academic Affairs, Assistant Dean of Administration and the Chairpersons from each of the academic departments within the College. Membership of appointed and elected positions shall be made annually. The voting members of the Council shall elect a Chair and Vice-Chair from its non-ex officio members at the beginning of each academic year for a term of one year. The Dean or his/her designee and Chair of the Council will mutually agree upon the agenda and date for any meeting of the Council which will meet at least quarterly.

G. Executive Committee

The Executive Committee is the Dean’s senior management team who will be responsible for advising the Dean on direction and decisions regarding major issues.

Membership shall consist of the Dean of the College who shall serve as Chairperson, Executive Associate Dean for Memphis, Executive Associate Dean for Knoxville, Associate Dean for Academic Affairs, Associate Dean for Graduate Programs & Research, and the Department Chairpersons.

H. Faculty Professional Enrichment Committee

The Faculty Professional Enrichment Committee is responsible for the development, dissemination, and coordination of annual enrichment offerings for College of Pharmacy Faculty members. Such
faculty enrichment offerings should be comprehensive and include, but not be limited to, these categories: professional (including individual scholarship), instructional, leadership and organizational. The Faculty Professional Enrichment Committee is advisory to the Dean.

Membership shall include a minimum of two representatives from each department. Individual members, the Chairperson and the Vice Chairperson are appointed annually by the Dean. The Committee manages the funds of the College allocated to faculty professional development.

I. Graduate Education & Pharm.D./Ph.D. Committee

The Graduate Education Committee shall recommend policy for all graduate education programs, including the dual Pharm.D/Ph.D. program, and advise the Dean with regard to allocation of resources for graduate education programs, and advise the Dean on any other matters pertaining to the graduate education programs in the College. The Chairperson of the Committee will serve on relevant committees at the campus-level as appointed by the Dean.

Membership includes representatives from the graduate Faculty (at least one full-time Faculty member from each department and campus and at least two Faculty members from the Faculty-at-large) and one member of the graduate student body. The Associate Dean for Graduate Education and Research Programs will serve ex officio as a voting member. Individual members and the Chairperson are appointed annually by the Dean.

J. Honors, Awards and Scholarships Committee

The Honors, Awards and Scholarships Committee shall be responsible for the selection of recipients for awards, honors and scholarships based on scholarly activities or other special requirements.

The Committee shall be responsible for working with the Office of Financial Aid to insure that the necessary scholarship funds are obtained and available. Committee decisions pertaining to honors and awards recognition are subject to Faculty approval prior to formal notification of recipients. New members of this committee must undergo FERPA training and all members must sign a statement understanding the FERPA requirements.

Membership includes representatives from the Faculty (at least one full-time Faculty member from each department and campus), the student body and alumni, the Executive Associate Dean, the Director of Financial Aid and a representative from the Student Affairs office. Individual members and the Chairperson are appointed annually by the Dean.

K. Professional Conduct Committee

The Professional Conduct Committee is a standing committee that is responsible for assuring professional behaviors among College of Pharmacy students. This committee is responsible for reviewing cases in which student behaviors are not consistent with the College of Pharmacy Guidelines for Student Professional Conduct and/or the UTHSC Standards of Conduct as outlined in the campus student handbook, The Center Scope. The Committee is advisory to the Faculty regarding policies, procedures, and guidelines related to professionalism in the College of Pharmacy, and advisory to the Dean regarding specific incidents of student misconduct. Academic issues and/or honor code issues are handled by the Academic Standing and Promotion Review committee and Honor Council, respectively, and do not come before the Professional Conduct
Committee. New members of this committee must undergo FERPA training and all members must sign a statement understanding the FERPA requirements.

Membership includes representatives from the Faculty (at least two full-time Faculty member from each department with representation from each campus), three students, one graduate student, one resident, the Associate Dean for Academic Affairs and the Executive Associate Dean. Individual members and the Chairperson are appointed annually by the Dean.

L. Promotion and Tenure Committee

The Promotion and Tenure Committee shall act as a peer review group to advise the Dean on Faculty matters relating to promotion and the award of tenure. The Committee may advise the Dean and/or Department Chairpersons, at their request, on Faculty appointments. The Committee evaluates and makes recommendations on College candidates for promotion and tenure in accordance with the prevailing guidelines and standards established by the University and College. The Committee also reviews and makes recommendations concerning the guidelines and standards for promotion and tenure.

The Committee shall consist of nine tenured Faculty members in the College of Pharmacy with a minimum rank of Associate Professor. Each of the departments has two representatives on the Committee elected by the Department Faculty. There will be one at-large Faculty representative elected by the full Faculty. All members shall serve for a term of three years and may be re-elected. The Dean will appoint one representative from each department and one from each campus. The Chairperson of the Committee shall be a tenured Professor who will be elected by the Committee for a one-year term according to the internal operating guidelines of the Committee.

Any decision of the Committee, pursuant to a motion duly made or otherwise, shall be supported by a majority (51%) vote of the members present at any regular or called special meeting of the Committee. A majority (51%) of the Committee members shall constitute a quorum for the purpose of conducting the business of the Committee at any regular or called special meeting of the Committee.

M. Publications and Marketing Committee

The Publications and Marketing Committee will be responsible for developing a comprehensive marketing plan for the College. This committee will also be responsible for a consistent branding of the College, therefore is responsible for final approval for all College publications and brochures.

Membership includes representatives from the Faculty (at least one full-time Faculty member from each department and campus), and two members of the student body. The Associate Dean for Professional Affairs will serve ex officio as a voting member. Individual members and the Chairperson are appointed annually by the Dean.

N. Research Committee

The Research Committee shall recommend policy for the research programs in the College, advise the Dean with regard to allocation of resources for research programs, and advise the Dean on any other matters pertaining to the research programs of the College. The Committee will serve as a peer-review body for grant award programs requiring such review at the College level. The Committee manages the funds of the College allocated to seed research.
Membership includes representatives from the Faculty (at least one full-time Faculty member from each department and campus and at least two Faculty members from the Faculty-at-large), and one member of the student body. The Associate Dean for Graduate Education and Research Programs will serve *ex officio* as a voting member. Individual members and the Chairperson are appointed annually by the Dean.

O. Space Committee

The Space Committee will be advisory to the Dean and is responsible for making recommendations to the Dean regarding assignment of research labs and offices, as well as developing recommendations for space policies and dealing with other facilities management issues.

Membership includes the Executive Associate Dean at Memphis, the Executive Associate Dean at Knoxville, the Department chairpersons, the Associate Dean for Academic Affairs, and will be chaired by the building manager.

**Article VII. Criteria for Appointment, Promotion and the Award of Tenure and the Annual Performance and Planning Review**

The Criteria for Appointment, Promotion and the Award of Tenure is attached hereto as Addendum A, and by this reference incorporated into and made a part of these Bylaws. In order to facilitate the Faculty achieving the Criteria, an Annual Performance and Planning Review shall be conducted by the Department Chair or designee with individual Faculty in the department. Guidelines on conducting the Annual Performance and Planning Review are described in Addendum A, and by this reference incorporated into and made a part of these Bylaws.

**Article VIII. Recognition of University Policies and the University of Tennessee Health Science Center Faculty Handbook**

The University of Tennessee College of Pharmacy and the Faculty shall, in the conduct of their respective activities, recognize and adhere to University policies, procedures and standards, as set forth in official University documents and the University of Tennessee Health Science Center Faculty Handbook. Any matter not specifically addressed by the College or the Faculty in these Bylaws shall be governed by University policies and the University of Tennessee Health Science Center Faculty Handbook.

**Article IX. Amendment or Repeal of Bylaws**

Motions for change or repeal of any Bylaw shall be presented in writing to all members at a regular meeting of the Faculty. The proposed amendment shall be voted on at the next regular Faculty meeting and must carry by a two-thirds vote of the members present and voting.

**Revision History of Bylaws**
May, 1999 first version
April 19, 1999
July 1, 2008
July 1, 2012
July 1, 2013
Addendum A to UTHSC College of Pharmacy Bylaws
Criteria for Appointment, Promotion, and the Award of Tenure
College of Pharmacy (COP)
The University of Tennessee Health Science Center (UTHSC)

The criteria outlined below are guidelines and are not necessarily comprehensive. Furthermore, these guidelines are intended to complement the UTHSC Faculty Handbook. It should not be assumed that items are prioritized by relative importance.

Criteria for Appointment and Promotion

Appointment to the Faculty is based on past demonstration and/or promise of excellence in the UTHSC mission areas of education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach. Proper credentials are the prime criteria for appointment. Academic promotion is recognition of past achievements and reflects confidence of greater responsibility and accomplishments in the future. The process for faculty appointments is outlined in the UTHSC Faculty Handbook, Sections 4, 5 and 6. Criteria for the appointment and promotion of faculty to the ranks of Instructor, Assistant Professor, Associate Professor, or Professor are outlined in the UTHSC Faculty Handbook, Section 6. The UTHSC Faculty Handbook, Sections 4 and 5, also provide an overview of the two tracks for appointment of individuals to the full-time faculty, i.e., tenure and nontenure tracks. Additional types of appointments including Part-Time Nontenure Track, Administrative, Affiliated, Volunteer, Emeritus, and Joint appointments are described in the UTHSC Faculty Handbook, Section 6. Guidelines on Annual Performance and Planning Review are included in Appendix 1.

The original appointment of an individual to a specific faculty rank must be based on credentials documented through the institution(s) at which the credentials were obtained (e.g., degrees, postdoctoral training, residency, fellowship). Each candidate is evaluated, when appropriate, with respect to past performance in academic and scholarly activities appropriate to the field. Although credentials are the prime factor, contributions to the overall development and goals of the institution and the specific traditional realms of education, research/creative and other scholarly activity, patient care (if appropriate) and service/outreach are the major criteria for appointment and promotion. Examples of activities for each of these UTHSC mission areas are described in Appendix 2. Outstanding performance by one person in all aspects of academic endeavor is usually the exception. Mere adequacy in certain criteria must be counterbalanced by superiority in others. The UTHSC appointment or annual reappointment letters shall state whether the faculty member is tenured, on a tenure track, or a nontenure track faculty member. Nontenure faculty who were hired primarily in the area of research/creative and other scholarly activity (i.e., at least 80% effort) shall be designated as nontenure (researchers) for purposes of promotion. Nontenure track faculty who were hired primarily for other activities (such as education, patient care or service/outreach) shall be designated as nontenure (educators, clinicians, service providers) for purposes of promotion. Furthermore the UTHSC appointment or reappointment letters shall state the percentage of effort for each of the UTHSC mission areas, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach (see Appendix 1). The Guidelines for Evaluating Faculty Relative to the UTHSC Mission Areas used by the College of Pharmacy for consideration in promotion decisions is included as Appendix 2. The average of the percentage of effort as stated in the UTHSC appointment and annual reappointment letters for each of the UTHSC mission areas up to the last five years shall be used in the prevailing promotion evaluation grid system.

The academic ranks to be considered include Instructor, Assistant Professor, Associate Professor and Professor. Criteria for appointment in or promotion to these ranks are as follows:
I. Full-Time Faculty

A. Instructor

1. Doctoral degree or equivalent (experience may be considered in defining equivalence) or Masters degree or, in exceptional circumstances of substantial experience, a Baccalaureate degree.
2. Commitment to attain excellence in education, research/creative and other scholarly activity, patient care (if appropriate) and service/outreach.
3. Interacts well with students and professional colleagues.

The credentials of the individual are not yet adequate to judge whether a higher rank faculty appointment will be merited. This appointment is on an annual basis, with review of continuation each year.

B. Assistant Professor

1. Doctoral degree or equivalent (experience may be considered in defining equivalence).
2. Completion of appropriate postdoctoral training or demonstration otherwise of equivalent expertise is expected.
3. Promise of excellence and continued productivity in each of the missions of the UTHSC, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach, which may be evidenced by the following.
   a. Outstanding performance in a residency, fellowship, graduate training, or postdoctoral training (or equivalent experience) as documented by directors of these programs.
   b. Collaborative or independent research/creative and other scholarly activity leading to publication and/or presentation.
   c. Outstanding performance in patient care activities. The candidate should demonstrate knowledge and proficiency and be skilled in the delivery of patient care.
   d. Interacts well with students and professional colleagues.
   e. Promise of excellence in service/outreach to the department, college, university, profession, and community.

C. Associate Professor

The years in rank of Assistant Professor are a period in which the faculty member is given the opportunity and is expected to develop teaching skills, clinical expertise (if appropriate), proficiency in research/creative and other scholarly activity and service/outreach. An Assistant Professor may be promoted (or an Associate Professor may be appointed) on the basis of having clear and convincing evidence of emerging stature as a national authority in the candidate’s discipline. A promotion to the rank of Associate Professor signifies considerable accomplishment of these goals with definite promise of continued productivity and development. A promotion to the rank of Associate Professor signifies every expectation of eventual promotion to the rank of Professor. Absent outstanding accomplishment, the period in the rank of Assistant Professor before promotion to Associate Professor in the College of Pharmacy is minimally five years. Prior academic service at another university in the rank of Assistant Professor can be counted toward the minimum number of years in that rank.

Following are criteria for appointment or promotion to the rank of Associate Professor. This will be largely reflected in the faculty member’s average percentage of effort for each of the assigned UTHSC
mission areas outlined in their appointment letter and annual reappointment letters. The guidelines are thus not meant to be rigid. Any recommendation for appointment or promotion to the rank of Associate Professor must extensively and specifically document contributions and accomplishments.

1. Doctoral degree or equivalent (experience may be considered in defining equivalence).
2. Completion of appropriate postdoctoral training or demonstration otherwise of equivalent expertise is expected.
3. Demonstrated contributions in the UTHSC missions areas, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach and promise of continued productivity therein. Examples of activities for each of the UTHSC mission areas are described in Appendix 2.
4. Interacts well with students and professional colleagues.
5. Participates actively in professional organizations.
6. Establishment of an independent research/creative program. Conduct of independent research projects or assumption of a major role in collaborative research, i.e., independent researcher within one’s area of expertise as evidenced by being the principal investigator or a co-principal investigator.
7. Publication of research/creative and other scholarly activity in peer-reviewed journals including basic science, clinical, professional and educational journals as well as textbooks, book chapters, monographs, patents and health care articles for the lay press. Publications in peer-reviewed, high impact journals for a discipline will be given the highest recognition.
8. Patient care contributions may include development of high quality patient care programs and activities. The candidate should demonstrate strong clinical knowledge and proficiency and should be skilled in the delivery of patient care. Demonstrated proficiency may also be evidenced by recognition by state, regional, or national pharmacy organizations, or academies (e.g., National Academies of Practice). Furthermore, proficiency may be evidenced by certification offered by nationally recognized organizations (e.g., Board of Pharmaceutical Specialties, American Diabetes Association, etc.).

D. Professor

Attainment of the rank of Professor is an indication that, in the opinion of colleagues, the individual has made a high level of sustained effectiveness in the UTHSC mission areas, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach and has earned national and perhaps international recognition. It should be stressed that promotion or appointment to this rank is recognition of attainment rather than longevity of service. Absent outstanding accomplishment, the period in the rank of Associate Professor before promotion to Professor is minimally five years. Prior academic service at another university in the rank of Associate Professor can be counted toward the minimum number of years in that rank. Guidelines for appointment or promotion to the rank of Professor are similar to those for appointment or promotion to Associate Professor; however, it is understood that both the quantity and quality of documented accomplishments are expected to be significantly higher for appointment or promotion to the higher rank. As with other ranks, the following criteria should not be considered all-inclusive, but used as guidelines. Any recommendation for appointment or promotion to the rank of Professor must be accompanied by extensive and explicit documentation.

1. Doctoral degree or equivalent (experience may be considered in defining equivalence).
2. Completion of appropriate postdoctoral training or demonstration otherwise of equivalent expertise is expected.
3. Demonstration of a clear and convincing record of a high level of sustained effectiveness in the UTHSC mission areas, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach and promise of continued productivity therein. Examples of activities for each of the UTHSC mission areas are described in Appendix 2.

4. Interacts well with students and professional colleagues.

5. Has a national or international reputation in the discipline.

6. Maintain a nationally recognized independent research/creative program. This includes conduct of independent research projects or assumption of a major role in collaborative research, i.e., independent researcher within one’s area of expertise as evidenced by being the principal investigator or a co-principal investigator.

7. Publication of research/creative and other scholarly activity in peer-reviewed journals including basic science, clinical, professional and educational journals as well as textbooks, book chapters, monographs, patents, and health care articles for the lay press. Publications in peer-reviewed, high impact journals for a discipline will be given the highest recognition.

8. Patient care contributions may include development or application of exemplary patient care programs and activities. The candidate should demonstrate superior clinical knowledge and proficiency and should be skilled in the delivery of patient care. Publications in appropriate journals and presentations to peers may also be considered as evidence of scholarly activity relative to patient care. Demonstrated proficiency may also be evidenced by recognition from state, regional, national pharmacy organizations, or academies (e.g., National Academies of Practice). Furthermore, proficiency may be evidenced by certification offered by nationally recognized organizations (e.g., Board of Pharmaceutical Specialties, American Diabetes Association, etc.).

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II. Part-Time Faculty

The criteria for the appointment and promotion of faculty to the ranks of Instructor, Assistant Professor, Associate Professor, or Professor are outlined in the UTHSC Faculty Handbook, Section 6. Promotion criteria will be applied generally to part-time faculty members proportional to their agreed upon contributions to the UTHSC missions, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach. However, the promotion evaluation grid system utilized in evaluating full-time faculty will not be employed for part-time faculty.

A. Instructor

1. Doctoral degree or equivalent (experience may be considered in defining equivalence) or Masters degree, or, in exceptional circumstances of substantial experience, a Baccalaureate degree.

2. Commitment to attain excellence in the UTHSC mission areas, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach

B. Assistant Professor

1. Doctoral degree or equivalent (experience may be considered in defining equivalence).

2. Documentation of a developing record of excellence in the UTHSC mission areas, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach may be evidenced by the following:

   a. Demonstrated potential for developing a record of contributions to UTHSC educational programming which may be evidenced by the following:
      i. Professional presentations.
      ii. Interactions with students as a classroom instructor or preceptor.

   b. Demonstrated potential for developing a high quality research/creative program that will result in publication of original research manuscripts, case reports, review articles and/or descriptions of innovative practice in peer-reviewed journals.

   c. Presentations or publications in the professional or scientific literature, or newsletters.

   d. Demonstrated potential for developing a high quality patient care practice.

   e. Demonstrated potential for service/outreach to the department, college, university, profession, and community on a local, state, and/or national level including active membership in professional/scientific organizations.

C. Associate Professor

1. Doctoral degree or equivalent (experience may be considered in defining equivalence).

2. Established record of contributions to UTHSC educational programming with excellence in education or a sustained educational contribution of high quality which may be evidenced by the following:

   a. Education/course evaluations.

   b. Education awards.

   c. Grant support for innovative educational programming.

   d. Record of establishing, precepting, or directing quality UTHSC rotations, residencies, fellowships, and graduate and/or other programs.
3. Established record of research/creative and other scholarly activity, and professional attainment which may be evidenced by the following:
   a. Regional, statewide, and/or national recognition of expertise and scholarly contributions to the profession.
   b. Publication of original research/creative manuscripts, textbooks, book chapters, monographs, case reports, review articles and/or descriptions of innovative practice in peer-reviewed journals.
   c. Presentations at state, regional, and/or national meetings.
4. Establishment of a high quality pharmacy practice when appropriate.
5. Established record of service/outreach to the department, college, university, profession, and community on a local, state, and/or national level, including active membership in professional/scientific organizations.
6. Receipt of board certification when appropriate.

Absent outstanding accomplishment, the period in the rank of Assistant Professor before promotion to Associate Professor in the College of Pharmacy is minimally five years. Prior academic service at another university in the rank of Assistant Professor can be counted toward the minimum number of years in that rank.

D. Professor

1. Doctoral degree or equivalent (experience may be considered in defining equivalence).
2. Distinguished record of contributions to UTHSC educational programming with excellence in education which may be evidenced by the following:
   a. Education/course evaluations.
   b. Education awards.
   c. Grant support for innovative educational programming.
   d. Record of establishing, precepting, or directing exemplary UTHSC rotations, residencies, fellowships, and graduate and/or other programs.
3. Distinguished record of research/creative and other scholarly activity, and professional attainment which may be evidenced by the following:
   a. Regional, statewide, and/or national recognition of expertise and scholarly contributions to the profession.
   b. Publication of numerous original research/creative manuscripts, textbooks, book chapters, monographs, case reports, review articles and/or descriptions of innovative practice in peer-reviewed journals.
   c. Substantial record of presentations at statewide, regional or national meetings.
4. Maintenance of an exemplary pharmacy practice when appropriate.
5. Distinguished record of service/outreach to the department, college, university, profession, and community on a local, state, and/or national level including leadership in professional/scientific organizations.
6. Receipt of board certification when appropriate.

Absent outstanding accomplishment, the period in the rank of Associate Professor before promotion to Professor is minimally five years. Prior academic service at another university in the rank of Associate Professor can be counted toward the minimum number of years in that rank.

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III. Volunteer, Adjunct and Affiliated Faculty

A. Clinical or Adjunct Instructor

Commitment to attain excellence in one or more of the UTHSC mission areas, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach.

B. Clinical or Adjunct Assistant Professor

Appointment or promotion to the rank of Clinical or Adjunct Assistant Professor generally requires documentation of a developing record within one or more of the UTHSC mission areas, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach which may be evidenced by the following:

1. Developing a record of contributions to UTHSC educational programming which may be evidenced by:
   a. Professional presentations.
   b. Interactions with students as a classroom instructor, preceptor or in making quality in-service presentations to health care professionals.
2. Demonstrated potential to develop a high quality patient care practice if the individual is a practitioner or a research program if the individual is a researcher.
3. Presentations or publications in professional or scientific literature, newsletters or otherwise.
4. Service/outreach to the department, college, university, profession, and community on a local, state and/or national level including active membership in professional/scientific organizations.

C. Clinical or Adjunct Associate Professor

Appointment or promotion to the rank of Clinical or Adjunct Associate Professor generally requires an established record of significant contributions in one or more of the UTHSC mission areas, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach which may be evidenced by the following:

1. Established record of contributions to UTHSC educational programming with excellence in education or a sustained educational contribution of high quality which may be evidenced by the following:
   a. Education/course evaluations.
   b. Education awards.
   c. Grant support for innovative educational programming.
2. Development of a high quality patient care practice if the individual is a practitioner or research program if the individual is a researcher.
3. Substantive contributions to the department, college, university, profession, and community on the state, regional, or national level.
4. State, regional, or national recognition of expertise and contribution to the profession and/or community. Evidence should include a substantial record of presentations at state, regional, or national meetings and/or publications in professional or scientific journals.
5. Record of establishing, precepting or directing quality rotations, residencies, fellowships, and graduate and/or other programs.
6. Recognition as an innovative and skilled practitioner at the state, regional, national, or international level. Proficiency may be further evidenced by certification offered by
nationally recognized organizations (e.g., Board of Pharmaceutical Specialties, American Diabetic Association, etc.)

Absent outstanding accomplishment, the period in the rank of Clinical or Adjunct Assistant Professor before promotion to Clinical or Adjunct Associate Professor is minimally five years. Prior academic service at another university in the rank of Clinical or Adjunct Assistant Professor can be counted toward the minimum number of years in that rank.

D. Clinical or Adjunct Professor

Appointment or promotion to the rank of Clinical or Adjunct Professor generally requires a high level of sustained effectiveness and distinction within one or more of the UTHSC mission areas, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach which may be evidenced by the following:

1. A high level of sustained contributions to educational programming with excellence in education or a sustained educational contribution of high quality which may be evidenced by the following:
   a. Education/course evaluations.
   b. Education awards.
   c. Grant support for innovative educational programming.
2. Maintaining a high quality patient care practice if the individual is a practitioner or research program if the individual is a researcher.
3. Sustained record of contributions to the department, college, university, community, and professional/scientific organizations on the state, regional, national or international level.
4. National recognition of expertise and contribution to the profession. Evidence should include a substantial record of presentations at national professional or scientific meetings and/or publications in professional or scientific journals.
5. Record of establishing, precepting or directing exemplary rotations, residencies, fellowships, graduate and/or other programs.
6. Recognition as an innovative and skilled practitioner at the state, regional, national, or international level. Proficiency may be further evidenced by certification offered by nationally recognized organizations (e.g., Board of Pharmaceutical Specialties, American Diabetic Association, etc.)

Absent outstanding accomplishment, the period in the rank of Clinical or Adjunct Associate Professor before promotion to Clinical or Adjunct Professor is minimally five years. Prior academic service at another university in the rank of Clinical or Adjunct Associate Professor can be counted toward the minimum number of years in that rank.

(continued on next page)
Criteria for the Award of Tenure

The award of tenure is based not only on the individual’s professional excellence but also on consideration of the anticipated needs of the academic program for the foreseeable future. Professional excellence is reflected in high quality education, research/creative and other scholarly activity in the discipline, participation in professional organizations, willingness to contribute to the common life of the university, effective work with colleagues and students and service/outreach. The relative weighting of these factors in tenure determinations will vary depending upon the mission of the particular academic unit and the characteristics of the individual. The UTHSC formal definition of tenure, appointment to a tenure track and the process for the award of tenure, including the probationary period and interim probationary review are outlined in the UTHSC Faculty Handbook, Section 4.

Criteria for tenure include excellence in the UTHSC mission areas, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach at a level equal to or greater than that required for promotion to Associate Professor as outlined in the UTHSC Faculty Handbook and the College of Pharmacy Criteria for Appointment, Promotion, and the Award of Tenure. It would be a highly unusual occurrence for tenure to be awarded to a faculty member who has not been appointed or promoted to the rank of Associate Professor, although tenure may be awarded simultaneously with appointment or promotion. Awarding of tenure requires documentation of the following:

1. Teaching effectiveness.
2. Advisory service/outreach to students.
3. Ability to interact well with students and colleagues.
4. Research/creative productivity and other scholarly activity.
5. Mentorship of graduate student research (e.g., thesis and/or dissertations) and other postgraduate training (e.g., fellowships, residencies).
6. Evidence of scholarly activities.
7. Service/outreach to the department, college, university, profession, state and community.
8. Effectiveness in delivery of patient care (if applicable).
9. Membership and leadership in scientific and professional organizations.
10. Professional awards, honors, and achievements.
11. Promise of professional growth.
Appendix 1: Guidelines on Annual Performance and Planning Review  
College of Pharmacy, University of Tennessee Health Science Center

Specific guidance on the Annual Performance and Planning Review is received annually in April from the Dean of the College of Pharmacy (COP). The goals of the Annual Performance and Planning Review are to:

a. facilitate communication between the faculty member and the Chair or his or her designee;

b. clarify the individual faculty member’s goals and expectations for the coming academic year, as well as long range; the percentage of effort for each of the UTHSC mission areas should also be evaluated and adjusted as appropriate, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach;

c. clarify departmental goals and the faculty member’s role in achieving these goals according to the Chair’s expectations;

d. recognize areas of exceptional performance by the faculty member;

e. identify areas of performance that deserve additional effort by the faculty member; and

f. develop documentation that will facilitate objective determination of recommendations on salary, promotion, and tenure.

The Annual Performance and Planning Review for all full-time or paid part-time faculty must be completed no later than June 30th of each year. The desired elements of this review include the following:

a. The Chair requests from each faculty member: (1) a summary of activities and accomplishments for the academic year beginning July 1st, and (2) a summary of the faculty member’s goals for the coming academic year beginning July 1st. These documents are to be submitted to the Chair’s Office annually by May 1st.

b. During May and June of each year, the Chair discusses with each faculty member his or her activities and accomplishments during the previous academic year, and reviews the faculty member’s performance in each of the UTHSC mission areas, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach. For individuals on tenure track appointments, this discussion must include the faculty member’s progress toward tenure consideration. The following should be considered, if appropriate, in the performance review in each category:

i. Education. Consider quality of instruction, interaction with students, level of participation, number of courses, number of contact hours, case loads, etc. Review is obtained from all programs (both intra- and inter-college, and inter-university as well as continuing education and other post-graduate education) in which the faculty member participates.

ii. Research/creative and Other Scholarly Activity. Consider research/creative and other scholarly activity completed, research in progress, grants and contracts submitted and received, presentations delivered, and published papers, textbooks, book chapters and monographs.
iii. Patient Care. If applicable, consider the quality and quantity of patient care, consultant practice, etc.

iv. Service/Outreach. Consider department, college, campus and university committee appointments and participation, administrative assignments, consultanthships, offices held, professional service and community service/outreach activities, etc.

c. The Chair reviews each faculty member in the appropriate mission areas. In addition to the performance review in each category, the Chair should, when appropriate, comment upon outstanding performance, or ways in which performance can be improved. Finally, the Chair should assess the overall performance of the faculty member and assign one of the performance ratings listed on the Annual Faculty Performance Assessment Form.

d. The Chair prepares a narrative summary of the discussion, including assessment in each mission area, and the chair’s expectations of the faculty member for the coming academic year beginning July 1st. The percentage effort for each of the UTHSC mission areas should be stated in the summary. The summary is to be attached to the Performance Assessment Form. Again, for faculty on tenure track appointments, the narrative should document the faculty member’s progress toward tenure.

e. The faculty member should be provided with the narrative summary and Performance Assessment Form as soon as possible after the discussion. The faculty member should, if desired, enter a self-evaluation in the column headed “Faculty” on the Performance Assessment Form. The faculty member may also prepare an optional response to the review and the Chair’s expectations. Any optional response of the faculty member should be attached to the Performance Assessment Form.

f. The faculty member’s goals for the next academic year, with the Chair’s comments, if required, should be attached to the Performance Assessment Form.

g. The Performance Assessment Form, with attachments, should be signed by both the Chair and faculty member. The original should be retained in the Chair’s Office with complete copies provided to the COP Dean and to the faculty member by June 30th. Upon completion of the review process, and no later than July 15th of each year, the Chair should forward a signed Certification of Faculty Review to the COP Dean.
Appendix 2: Guidelines for Evaluating Faculty Relative to the UTHSC Mission Areas

Examples of criteria used in evaluating full-time tenured/tenure track and nontenure track faculty relative to Education, Research/Creative and Other Scholarly Activity, Patient Care, and Service/Outreach are included below:

1. Education

   a. Actively participates in the education of students and trainees (e.g., course/training program director, lecturing, laboratory, conferences, rotation preceptor, counseling)
   b. Communicates information and concepts in a clear and well organized manner
   c. Provides timely updates to educational materials
   d. Accepts criticism and responds appropriately to feedback regarding quality and effectiveness of teaching
   e. Maintains broad, detailed, and current knowledge of the subject matter
   f. Serves as a formal or informal mentor for students
   g. Participates in interdepartmental/interprofessional education activities and seminar programs when requested
   h. Experiments with new and innovative educational approaches
   i. Encourages innovation
   j. Writes clear test questions designed to assess major concepts and prepare students for their professional careers
   k. Actively participates in residency/fellowship training of practice site (if applicable)
   l. Provides evidence of the success of former students
   m. Serves as a professional role model for students
   n. Receives recognized UTHSC campus, UT system, statewide, national or international honors and awards for education activities

2. Research/Creative and Other Scholarly Activity

   a. Demonstrates ability to conceive, execute, and report on research investigations (from grantsmanship to publication)
   b. Exhibits a creative and innovative approach to research
   c. Publishes research in appropriate discipline-specific/discipline-related journals
   d. Collaborates with other faculty members in research projects
   e. Participates in interdepartmental/interprofessional research programs
   f. Develops and disseminates practice guidelines and/or health policy briefs
   g. Publishes clinical case studies, reports for the lay press, patient brochures
   h. Shows continuity in research and perseverance in achieving research goals
   i. Obtains and maintains adequate external funding for scholarly activities
   j. Responds appropriately and in a timely manner to grant reviews
   k. Pursues opportunities to convert results of research into practical applications having societal or commercial value (e.g., obtains patents)
   l. Serves as an invited expert at other institutions or scholarly groups
   m. Participates as an invited speaker for research symposia, seminars, and special lectures
   n. Receives recognized UTHSC campus, UT system, statewide, national or international honors and awards for research/scholarship activities
3. **Patient Care**

   a. Manages patient care responsibilities to meet agreed-upon expectations as to the numbers of patients/procedures expected in the discipline and in the particular setting
   b. Provides clinical care that is viewed as competent by peers and other health care providers
   c. Acquires and maintains board certification in his/her field
   d. Develops practice guidelines and/or models of care delivery
   e. Makes clinical interventions that result in improved patient outcomes and/or decreased cost to practice site
   f. Participates regularly in continuing education activities to remain current in his/her specialty
   g. Receives recognized UTHSC campus, UT system, statewide, national or international honors and awards for patient care activities

4. **Service to the Department, College, University, and Community Outreach**

   a. Is a member of and participates in relevant professional organizations/societies
   b. Serves on departmental, college, and university committees
   c. Serves on committees for local, regional, national, or international organizations/societies
      Serves on committees to review research grant proposals in their area of expertise (e.g., NIH, American Cancer Society, American Heart Association)
   d. Serves on editorial boards of journals or as a referee for manuscripts
   e. Participates in department, college, and university activities (e.g., seminars, conferences, faculty meetings)
   f. Speaks to local/regional external groups (e.g., civic groups) on current issues in health care
   g. Participates in departmental functions
   h. Holds offices in professional organizations/societies
   i. Makes special contributions as recognized by peers and Chair
   j. Participates in local health care boards or provides leadership for local health-related volunteer organizations
   k. Serves on hospital and other health care organization boards and committees
   l. Receives recognized UTHSC campus, UT system, statewide, national or international honors and awards for service activities

Revision History of Criteria for Appointment, Promotion, and the Award of Tenure

April 19, 1999
August 11, 2008
October 12, 2010
July 1, 2012