

THE UNIVERSITY of TENNESSEE HEALTH SCIENCE CENTER

College of Nursing

General Faculty Organization Bylaws

Approved by Faculty August 25, 2025

PREAMBLE

The Faculty of the College of Nursing recognizes that the Board of Trustees, appointed by the Governor, is the governing body of the University of Tennessee and as such has full and complete control over its organization, administration, and financial affairs. The President, chief executive officer, exercises authority over the institutions comprising the University of Tennessee System while being subject to the direction and control of the Board of Trustees.

The College of Nursing is an autonomous unit of UT Health Science Center with a history dating back to 1898. The Baccalaureate degree in Nursing was first offered in 1950. In 1972, a Master of Science degree with nursing majors was initiated. In 1980, the degree was changed to a Master of Science in Nursing. In 1988, the PhD with a major in Nursing was begun by a joint effort between the Colleges of Nursing in Memphis and Knoxville and their respective Graduate Colleges. The Baccalaureate degree in Nursing was placed in abeyance in 1998 and reinstituted in 2005. The Baccalaureate degree in Nursing was placed in abeyance in 2009 to initiate an entry into professional practice Master of Science in Nursing for a Clinical Nurse Leader in 2010 and the program was placed in abeyance in 2016. The Baccalaureate degree in Nursing was reinstituted in 2013 as an 18-month accelerated program. In 2019, the Baccalaureate degree in Nursing changed to a 12-month, concept-based BSN program. A traditional concept-based 2-year BSN program added in 2022. The Doctor of Nursing Science program began in 1999 with the degree designation changed to Doctor of Nursing Practice in 2004.

The combined Doctor of Philosophy/Doctor of Nursing Practice was approved in 2005. The BSN to DNP program began in 2008 for all advanced practice options except the Nurse Anesthesia option, which began in 2009 and the Nurse Midwifery program which began 2021. College of Nursing has multiple post Masters and DNP certificates. The University of Tennessee Health Science Center College of Nursing is an agent of social change with the following mission: “To prepare exceptional nurse leaders to meet the health needs of the people of Tennessee, the nation and beyond through: Cultivating creativity and passion to improve health care, Leading scientific innovations and clinical practice, Using innovative academic approaches, Serving society, and Building community partnerships.”

The University of Tennessee Health Science Center College of Nursing is a community of

scholars devoted to promoting the discipline and profession of nursing through education, scholarship, practice, and public service. The College of Nursing is organized and administered within the framework of the University, with the Dean in a direct reporting relationship to the Chancellor. The Dean has executive authority and responsibility for the affairs of the College and all its sub-units. The University of Tennessee Health Science Center College of Nursing is a community devoted to learning and promoting the profession of nursing. All who join the College of Nursing community gain important rights and privileges and accept equally important responsibilities to serve the mission of the College of Nursing and the University. The Faculty has a special obligation to serve the public interest through education, research, clinical care, and public service. The Faculty recognizes the duty to participate fully in the academic governance of the college fully outlined in Article III in the College of Nursing Bylaws. All regular Faculty (as defined in Article V, Section 1) in the College are members of the Faculty Organization with voting privileges. This group is responsible for issues of general Faculty governance, curriculum, and all matters of the educational programs.

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GENERAL FACULTY BYLAWS

ARTICLE I

NAME

The name of this organization is the Faculty Organization of the College of Nursing (CON), University of Tennessee Health Science Center.

ARTICLE II

PURPOSE

The purposes of the College of Nursing Faculty Organization include, but are not limited to, the following:

- A. Serve as the common ground and means by which Faculty function as a community of scholars and act in shared governance;
- B. Promote and facilitate communication among the members of the Faculty, the elected Faculty leadership, and the appointed Faculty leadership of the college;
- C. Afford Faculty members opportunities to propose, review, and discuss policies and programs of the college;
- D. Foster development of an environment that will enhance Faculty participation in academic governance of the college, such as, but not limited to, admission requirements; prescription and definition of courses of studies; recommendation of degree requirements; and recommendation and enactment of policies for student advisement and development of plans of study; and
- E. Provide for Committee structure to carry out these responsibilities, including electing members of standing committees of the College of Nursing and acting on their report(s) and recommendation(s).

ARTICLE III

DUTIES AND POWERS

Subject to the general jurisdiction of the University and/or overall educational, research, and patient care matters concerning more than one College, the Faculty has the following duties and powers:

- A. To recommend to the appropriate University officers requirements for admission, courses of study, conditions of graduation, and nature of degrees conferred for nursing students;
- B. To evaluate processes and procedures of curriculum, clinical practice, public service, and scholarship/research matters and measure the effectiveness of these missions;
- C. To fulfill practice, public service, and the scholarship/research missions appropriate to the College and the community it serves;
- D. To propose new or revised academic policies in the curricula;
- E. To decide matters involving teaching, including policies and their application related to progression of students or dismissal for unsatisfactory performance;
- F. To recommend to the University President, through appropriate channels as entrusted by the Board of Trustees, candidates for degrees offered through the College of Nursing programs of study;
- G. To recommend candidates for honors, awards, and scholarships;
- H. To report, through appropriate channels, cases of misconduct requiring investigation; and
- I. To provide for peer review and recommendation for appointment, promotion, and tenure of Faculty.

ARTICLE IV

OFFICERS OF THE FACULTY ORGANIZATION

- A. The Chairperson
 - 1. Typically, the Chairperson shall be a College of Nursing Faculty member with the rank of Associate Professor or higher and elected by Faculty with voting

privileges for a 2-year term. In the event the elected Chairperson is unable to fulfill the 2-year term, another election will be held to fill the position. The Chairperson may be reelected for one additional term.

2. The functions of the Chairperson are to:
 - a. Preside over the All College meetings. All College meetings include Faculty and staff;
 - b. Prepare an agenda with the assistance of the Secretary of the College of Nursing Faculty Organization for the All College meetings;
 - c. Serve as an ex officio, non-voting member of all committees;
 - d. Serve as a voting member of the Executive Committee of the College of Nursing;
 - e. Provide voice, representation, and consultation on items of Faculty concerns, governance, and rights;
 - f. Work with the College of Nursing Faculty Organization's Secretary in preparing the minutes for each Faculty meeting; and
 - g. Designate the Secretary to serve as the Acting Chairperson in the temporary absence of the Chairperson.

B. The Secretary

1. The Secretary shall be a College of Nursing Faculty member with the rank of Assistant Professor or higher elected by the voting membership of the Faculty for a two (2)-year term. The Secretary may be reelected for one additional term.
2. The functions of the Secretary are to:
 - a. Assure the accuracy and coverage of the minutes by working with the staff assigned to the Faculty meeting and ensure that records are kept in an accessible, central location for periods of accreditation;
 - b. Oversee the electronic voting process when instructed by the Faculty Chairperson;
 - c. Assist in creation of the agenda and all communication to Faculty and staff;
 - d. Verify the presence of a quorum; and
 - e. Act as designee in the Chairperson's absence to lead the All College meeting.

ARTICLE V

MEMBERSHIP

Section 1. Faculty Definition

All persons with a regular full-time appointment to the College of Nursing Faculty are members of the Faculty Organization who contribute to the duties of Faculty members as described in the preamble. A full-time Faculty member is defined as 0.75 full-time equivalent (FTE) whose major employment is with the College of Nursing and whose primary assignment is in keeping with the University of Tennessee Health Science Center's mission.

Section 2. Voting Privileges

Voting privileges are extended to all regular Faculty holding full-time (as defined in Article V, Section 1), tenured, tenure-track, or non-tenure track positions in the College of Nursing.

ARTICLE VI

MEETINGS

Section 1. Regular Meetings

Meetings shall be held every other month but no less than twice a year, except as provided under Section 2. An agenda must be available for all members three (3) business days prior to meetings. The last meeting of the academic year shall be the annual meeting.

Section 2. Special Meetings

Special meetings may be called by the Dean, the Chairperson of the Faculty Organization, or on petition of ten (10) percent of the voting members. All members with voting privileges must be notified three (3) business days prior to the meeting with a written agenda. Specific recommendations requiring a vote must be distributed in writing three (3) business days prior to the meetings.

Section 3. Quorum

Thirty-two (32) regular Faculty members with voting privileges shall constitute a quorum. A

quorum must be declared in order to conduct the business of the College of Nursing and the Faculty Organization.

Section 4. Voting

Decisions on items of business shall require a simple majority vote, which is 50% of the regular full-time Faculty of the constituted quorum of voting members. Decisions related to the amendments of Bylaws shall require two-thirds (2/3) of the constituted quorum. Decisions of items within committees will require 2/3 vote by the standing Committee.

Methods of voting may include in-person or electronic. Faculty will indicate their vote of yes, no, or abstain by a show of hands or verbal affirmation during in-person or hybrid meetings.

Electronic voting may be used to decide a time-sensitive issue at the discretion of the Chairperson of the College of Nursing Faculty and/or Chairperson of standing committees who may request electronic voting. The Secretary of the College of Nursing Faculty Organization will develop, implement, monitor, and tabulate the electronic vote. The results of the electronic vote will be placed in the minutes of the College of Nursing Faculty meeting.

An electronic ballot will be sent to all regular Faculty with voting privileges, giving them three (3) business days to vote. The votes will be tabulated and results sent to the College of Nursing Faculty by the Faculty Chairperson within three (3) business days after voting has ended.

Section 5. Timeline for Routing of Business

Proposals for Faculty consideration requiring a vote must be submitted in writing to the Chairperson of the Faculty Organization no later than seven (7) business days prior to the meeting and should be accompanied by reports or statements deemed necessary for the understanding of the proposed business.

Section 6. College of Nursing Academic Governance Process

All Committee members are elected by regular Faculty with voting privileges as defined in Article V, Sections 1 and 2, unless otherwise stated in the College of Nursing's Bylaws. All

Committee decisions are presented to the Faculty Organization for discussion. Following *Robert's Rules of Order* (current edition), all Faculty members with voting privileges may participate in the voting when required.

The curriculum may be changed with approval of College of Nursing regular Faculty with voting privileges (see Article V, Section 2). In accordance with the *Charter and Bylaws* of the University, the Dean has the authority, delegated by the President and Chancellor, to make decisions on other collegiate academic matters in consultation with the College of Nursing's Faculty Organization.

- A. New or revised academic policies may be proposed by the College of Nursing Faculty Organization, the Dean, the Executive Committee, or any individual Faculty member.
- B. Such proposed academic policies will be reviewed and discussed by the Faculty Organization.
- C. Regular Faculty with voting privileges will vote on proposed academic policies.
- D. Such proposals should be reviewed by the Faculty and provisions made for voting by the Faculty.
- E. Following Faculty vote, the Dean will deliberate on the proposed academic policies. To keep Faculty informed, the Dean will notify the Chair of the Faculty Organization regarding the status of the recommendations prior to each Faculty meeting.

Section 7. Rules of Order

Robert's Rules of Order (current edition) governs procedures in meetings except as they may conflict with special rules adopted by the Faculty.

ARTICLE VII
ACADEMIC RIGHTS AND RESPONSIBILITIES

The Faculty supports the University of Tennessee Health Science Center's Statement of Rights and Responsibilities of the Faculty as appearing in the Faculty Handbook (See Section 3 UTHSC Faculty Handbook).

ARTICLE VIII
AMENDMENTS

These Bylaws may be amended by a two-thirds (2/3) vote of the constituted quorum.

- A. New or revised amendments and/or changes to the Bylaws may be proposed by the College of Nursing Faculty Organization, a standing Committee of the Faculty Organization, the Dean, or any individual Faculty member in writing to the Chairman of the Bylaws Committee.
- B. The Chair of the Bylaws Committee shall convene the Bylaws Committee at least annually to consider submitted proposals and/or provide an annual review.
- C. Proposed amendments and/or changes as approved by the Bylaws Committee must be distributed to the Faculty no less than seven (7) business days prior to the next regular All College meeting.
- D. Following Faculty vote, the Dean will deliberate on the proposed changes to the Bylaws. In cases where deliberations are lengthy, the Dean will notify the Chair of the Bylaws Committee for the routine Committee report.
- E. The Bylaws shall be published and made available to every full-time Faculty member in the College of Nursing after approval by the Dean, the UTHSC Chief Academic Officer, and the Chancellor.
- F. However, in the event of a disagreement between the Dean and the Faculty, the Dean will make every effort to reach a consensus before a decision is made. If the Dean's decision is to accept the policy and the policy requires further approval (i.e., at the University of Tennessee Health Science Center, University of Tennessee System, and/or University of Tennessee Board of Trustees level), usual University of Tennessee Health Science Center policies and procedures will be followed. For the definition of Academic

Governance, see Section 2.1 (2.1 is the “Definition of Academic Governance”; Section 2 is the complete detail of “Academic Governance”) of the University of Tennessee Health Science Center’s Faculty Handbook.

ARTICLE IX STANDING COMMITTEES

Section 1. Collegiate, Appointment, Promotion, and Tenure Committee

The College of Nursing tenured and non-tenured Faculty at the rank of Associate Professor and above serves on the Collegiate, Appointment, Promotion, and Tenure (CAPT) Committee. The CAPT Committee makes recommendations to the Department Chairs and the Dean regarding Faculty appointment and promotion. Tenured CAPT Committee members will make recommendations regarding the award of tenure and termination for adequate cause of a tenured Faculty member. Non-tenured track Faculty are eligible to serve on the CAPT Committee in matters of promotion.

Any tenured Faculty member under an Enhanced Post-tenure Performance Review Improvement Plan, as outlined in the University of Tennessee Health Science Center Faculty Handbook, or being terminated for adequate cause is ineligible to participate in promotion and tenure review deliberations. The Department Chairs are responsible for notifying the Chair of this Committee if a Faculty member is ineligible.

- A. The purpose of this Committee is to serve as an Advisory Committee to the Dean to review, recommend, and uphold standards for Faculty appointment, promotion, tenure, and termination for adequate cause.
- B. The functions of this Committee are to:
 - 1. Review and recommend policies and procedures annually in the areas of appointment, promotion, and tenure for College of Nursing Faculty to the Dean;
 - 2. Review and recommend to the Dean action on initial nominations for appointment;
 - 3. Review and recommend to the Dean action on all promotions and award of

tenure;

4. Conduct the interim probationary review for each tenure-track Faculty member whose probationary period is six (6) years and evaluate the Faculty member's progress toward the attainment of tenure in the Faculty member's third or fourth year, providing mission-specific recommendations.
5. Conduct mid-promotion reviews for tenure-track and non-tenure track Faculty members, evaluate the Faculty member's progress toward the attainment of promotion, and provide mission-specific recommendations for strengthening the Faculty member's dossier.

C. The Committee shall be comprised of:

1. All tenured Faculty in the College of Nursing who will serve as reviewers for appointment, promotion, and tenure for both tenure-track and non-tenure track Faculty;
2. All non-tenured track Faculty in the College of Nursing at the rank of Associate Professor or higher who will serve as reviewers for appointment and promotion;
3. Only CAPT Committee members who hold the rank equal or superior to that rank for which the candidate is under review for promotion are eligible to review, discuss, and vote;
4. The collegiate academic office that shall serve ex officio as a voting member;
5. The Dean, who is not a member of the Committee, who will appoint the Chairperson who serves with voting privileges. The Chair may not hold an administrative role, which is defined as Department Chair or above in the College of Nursing, and must be a tenured full Professor; and
6. The Chairperson who will receive all relevant materials and distribute these to the Committee members at least ten (10) business days prior to a scheduled meeting.

D. Provisions for Voting for Appointment, Promotion, Tenure, and Mandatory Reviews:

1. A simple majority (50%) of those members eligible to vote on a given candidate or issue will constitute a quorum, and a positive or negative recommendation shall be decided by a simple majority of those Faculty members present.

2. All members eligible to vote will be given an opportunity to vote anonymously electronically during the Committee meeting. Committee members unable to attend the meeting will be given the opportunity to submit an anonymous electronic vote prior to the Committee meeting. The Department Chair of the individual being voted on is ineligible to cast a vote. The Dean is ineligible to vote.
3. The ballot will include the following options for promotion: yes (positive recommendation), no (negative recommendation), recuse, or abstain. A vote of recusal or abstention requires the Faculty member to provide a reason.
4. The CAPT Chair will report the voting results during the meeting and can call on members to vote in the event that the recorded vote is inconsistent with the eligible votes.
5. A formal vote is recorded, and a written recommendation is prepared for the Dean. The report will contain a list of the members voting on the recommendation, the majority and minority views, the summary vote, and supporting documentation.
6. This summary vote must be included with the supporting documents and forwarded to the Dean, the UTHSC Chief Academic Officer, and the Chancellor.
7. All recommendations are advisory to the Dean.

Section 2. Curriculum Committee

The Curriculum Committee oversees the curriculum development and management of the College of Nursing Academic Programs.

- A. The purpose of the College of Nursing Curriculum Committee is to develop, review, and make recommendations in educational offerings in accordance with the mission, goals, and expected outcomes of the College of Nursing. These offerings reflect established, national professional nursing standards, guidelines, and aspirations, as well as the needs and expectations of the community of interest. The Committee maintains the College of Nursing's curricula for the program's integrity.
- B. The functions of this Committee are to:
 1. Develop, review, and make recommendations for major changes in the College of Nursing's academic programs. These include:

- i. Program revisions,
 - ii. Curriculum proposals,
 - iii. Curriculum revisions,
 - iv. Course proposals,
 - v. Substantive course changes, and
 - vi. Other matters relative to the educational programs of the College of Nursing;
 2. Ensure that the curricula reflect the philosophy, purpose, and preferred outcomes of the College of Nursing and University;
 3. Assess professional and educational trends and their relevance for curricula; and
 4. Forward recommendations for revisions and additions to the Faculty Organization for approval.
- C. The Committee shall be composed of:
1. A minimum of five (5) elected regular Faculty members, none of whom hold an administrative position defined as CON Chair or above in the College of Nursing, and at least one (1) member from each department. Members should evenly represent teaching primarily in the BSN and DNP programs. All elected Faculty members will have voting privileges;
 2. One (1) student from each program (BSN, DNP) without voting privileges appointed annually by the Executive Associate Dean of Academic Affairs;
 3. The BSN and DNP Program Directors and PhD Program Director, ex officio, and Concentration Coordinators as needed without voting privileges;
 4. The Academic Evaluation Coordinator who attends as a non-voting member; and
 5. The Executive Associate Dean of Academic Affairs who has voting privileges in the event of a tie.
- D. The Executive Associate Dean of Academic Affairs shall serve as the Chair of the Committee. The function of the Chair is to:
1. Preside over curriculum meetings;
 2. Prepare an agenda;
 3. Work with the Academic Affairs Program Coordinator to prepare the minutes; and

- 4. Send recommendations to the Faculty Organizations for approval.
- E. Committee members will serve two (2)-year staggered terms and may be reelected.

Section 3. Admission Committee

- A. The purposes of this Committee are to:
 - 1. Review and evaluate applicants for the College of Nursing educational programs benchmarked with established criteria and
 - 2. Recommend students for admission into the College of Nursing's educational programs.
- B. The functions of this Committee are to:
 - 1. Review applications and vote on applicants for admission and
 - 2. Recommend candidates to the Dean for admission.
- C. The Committee shall be composed of:
 - 1. The Assistant Dean of Student Affairs who serves as Chairperson without voting privileges, except in the case of a tie;
 - 2. The Assistant Dean for Graduate Programs, Assistant Dean for Undergraduate Programs, DNP concentration coordinators, BSN coordinators (traditional and accelerated), and program directors who serve with voting privileges; and
 - 3. The Executive Associate Dean of Academic Affairs who serves as an ex officio member without voting privileges.

Section 4. Progression Committee

- A. The purposes of this Committee are to:
 - 1. Serve as an Advisory Committee to the Dean;
 - 2. Review and recommend policies related to students to the Faculty Organization and Dean; and
 - 3. Review and recommend progression of students to the Dean.
- B. The functions of this Committee are to:
 - 1. Review policies annually and forward recommendations to the Faculty Organization and the Dean concerning promotion, retention, and graduation of students;

2. Develop policies and forward recommendations to the Faculty Organization and the Executive Associate Dean of Academic Affairs concerning promotion, retention, and graduation of the College of Nursing educational programs' students; and
 3. Present Committee recommendations to the Dean via the Executive Associate Dean of Academic Affairs.
- C. The Committee shall be composed of:
1. A minimum of four (4) elected regular Faculty members with voting privileges with a minimum of one (1) from each department, none of whom hold an administrative position defined as Department Chair or above in the College of Nursing;
 2. At least three (3) alternative regular Faculty members who will serve with voting privileges if a standing Committee Member is unable to attend;
 3. The Assistant Dean for Graduate Programs and Assistant Dean for Undergraduate Programs who attend as non-voting members;
 4. The Executive Associate Dean of Academic Affairs who attends meetings as a non-voting member and presents Committee recommendations to the Dean;
 5. The Assistant Dean of Student Affairs who serves as Chairperson without a vote except in the case of a tie; and
 6. Members who serve two (2)-year staggered terms and may be reelected.

Section 5. Executive Committee

- A. The purposes of this Committee are to:
1. Facilitate communication among the College of Nursing administrators and Faculty Organization;
 2. Coordinate the activities of the College of Nursing; and
 3. Serve as an Advisory Committee to the Dean.
- B. The functions of this Committee are to:
1. Review and approve the calendar for the College of Nursing;
 2. Lead strategic planning efforts of the College of Nursing and monitor implementation of the strategic plan;
 3. Review plans for accreditation activities;

4. Make recommendations regarding needs/resources for the College of Nursing and the Faculty; and
 5. Review annual budget reports developed by the Dean and Assistant Dean of Finance and Operations.
- C. Membership on the Committee is determined by the Dean.

Section 6. Evaluation Committee

- A. The purposes of this Committee are to:
1. Develop and monitor an ongoing systematic Master Evaluation Plan, College of Nursing outcome data, and associated activities and
 2. Present summarized evaluation data to appropriate committees, individuals, or groups.
- B. The functions of this Committee are to:
1. Develop strategies for implementation of the evaluation plan for the College consistent with accreditation standards;
 2. Review and evaluate College outcomes;
 3. Present recommendations for evaluation to the College of Nursing Faculty for approval; and
 4. Provide summarized evaluation data and recommendations for change to the appropriate Committee(s), individuals, or groups.
- C. The Committee shall be composed of:
1. A minimum of one (1) elected regular Faculty member from each department with voting privileges who does not hold an administrative position defined as Department Chair or above in the College of Nursing;
 2. The Assistant Dean of Undergraduate Programs and Assistant Dean of Graduate Programs who serve as non-voting members;
 3. Members who serve two (2)-year staggered terms and may be reelected;
 4. The Assistant Dean of Student Affairs who serves as a non-voting member;
 5. The Dean who serves as a non-voting member;
 6. The Academic and Evaluation Coordinator who serves as a non-voting member;
 7. The Nursing Program Coordinators who serve as non-voting members; and

8. The Executive Associate Dean of Academic Affairs who serves as Chair without a vote except in the case of a tie.

Section 7. Student Awards and Honors Committee

- A. The purposes of this Committee are to:
 1. Periodically review eligibility criteria for awards and honors and
 2. Recommend students for awards and honors.
- B. The functions of this Committee are to:
 1. Establish honors for students in the College of Nursing's educational programs and
 2. Select students for awards and forward recommendations to the Faculty and Dean for final approval.
- C. The Committee shall be composed of:
 1. A minimum of one (1) elected regular Faculty member from each department with voting privileges who does not hold an administrative position defined as Department Chair or above in the College of Nursing;
 2. The Assistant Dean of Student Affairs who serves as Chairperson without vote except in case of a tie;
 3. Each member who will serve a two (2)-year staggered term and may be reelected to additional terms; and
 4. Ad hoc student/alumni as appropriate to the award/honor.

Section 8. Faculty and Staff Awards Committee

- A. The purposes of this Committee are to:
 1. Periodically review eligibility criteria for fellowships and awards and
 2. Recommend Faculty and staff for fellowships and awards.
- B. The functions of this Committee are to:
 1. Select Faculty and staff for awards and forward recommendations to the Faculty and Dean for final approval.
- C. The Committee shall be composed of:
 1. Department Chairs in the College of Nursing;
 2. A minimum of one (1) Faculty member appointed by the Dean and a minimum of

- one (1) staff member appointed by the Dean;
- 3. Ad hoc student/alumni as appropriate to the award/honor;
- 4. The Dean who shall serve as Chairperson without vote except in case of a tie; and
- 5. The appointed Faculty member and staff member who will serve a two (2)-year staggered term and may be reappointed to additional terms.

Section 9. Practice Committee

- A. The purpose of this Committee is to serve in an advisory capacity to the Dean in the College of Nursing.
- B. The functions of this Committee are to:
 - 1. Participate in the development of Faculty practice activities, policies, and protocols that articulate the integration of research, teaching, practice, and service;
 - 2. Identify and review appropriate Faculty practice enterprises and propose a strategic plan for Faculty practice initiatives;
 - 3. Provide advice for the Faculty related to practice credentialing, risk management, and performance improvement policies;
 - 4. Provide guidance to Faculty and administration on the fiscal and/or operational matters in the Faculty enterprises; and
 - 5. Assist with the annual report for the Dean.
- C. The membership on the Committee is at least one (1) Faculty member participating in Faculty practice from each department. The Director of Clinical Affairs chairs this Committee and serves as a non-voting member except in the event of a tie. The Dean serves as a non-voting member.
- D. Committee members will serve two (2)-year staggered terms and may be reelected.

Section 10. Bylaws Committee

- A. The purpose of this Committee is to ensure that the College of Nursing's Bylaws are consistent with the University of Tennessee Health Science Center's Faculty Handbook and the goals of the University of Tennessee Health Science Center's Faculty Senate. When inconsistencies exist between CON Bylaws and the UTHSC Faculty Handbook,

the UTHSC Faculty Handbook supersedes the CON Bylaws.

B. The functions of the Committee are to:

1. Review the College of Nursing's Bylaws annually for consistency with the University of Tennessee Health Science Center's Faculty Handbook and other University of Tennessee Health Science Center and University of Tennessee Board of Trustees policies;
2. Make recommendations for amendments/changes to the College of Nursing's Faculty Bylaws to the Faculty Organization and the Dean; and
3. Provide guidance and interpretation of Bylaws to the Faculty Organization and Faculty members.

C. The Committee shall be composed of:

1. A minimum of four (4) regular Faculty members with at least one (1) from each department with voting privileges, none of whom hold an administrative position defined as CON Chair or above in the College of Nursing (see Article V, Section 2);
2. The immediate past Chair of the College of Nursing's Faculty Organization who typically serves as the Chairperson. If an immediate past Chair of the CON Faculty Organization is not available, the Chair will be elected from the Committee members; and
3. Committee members who will serve two (2)-year staggered terms and may be reelected.

Section 11. Nominating Committee

A. The purpose of this Committee is to provide qualified candidates to fill positions in the standing College of Nursing committees.

B. The functions of the Committee are to:

1. Prepare a list of open positions for which election/appointment is required, utilizing the standards for Committee membership and terms of service as defined in the CON Bylaws;
2. Seek willing and qualified candidates from the CON regular full-time Faculty who, after consultation with their Department Chair, have affirmed their availability to serve as described in the CON Bylaws; and

3. Create a ballot, hold the electronic vote, and report results to the Faculty Organization and the elected Committee members in the spring each year. Committee appointments are effective July 1 of each academic year.
 4. Review and update the College of Nursing Faculty College and University Committees document annually before July 1 each year and as needed.
- C. The Committee shall be composed of:
1. A minimum of three (3) elected regular Faculty members with at least one (1) from each department with voting privileges, none of whom hold an administrative position defined as Department Chair or above in the College of Nursing. The Faculty Organization Chair will serve as Chair of the Nominating Committee without voting privileges except in the event of a tie.
 2. Each Faculty member will serve a two (2)-year staggered term and may be reelected to additional terms.

Section 12. Belonging and Flourishing Committee

- A. The Committee's purpose is to serve in an advisory capacity to the CON Executive Team and engage faculty, staff, and students in activities and processes designed to promote workspace and learning environments that support belonging, flourishing, and well-being within the CON community.
- B. The functions of the Committee are to:
1. Annually review select policies, procedures, and practices as appropriate and forward recommendations to the Executive Team;
 2. Develop strategies and forward recommendations to the Executive Team concerning recruitment and retention to ensure belonging, flourishing, and well-being among faculty, staff, and students;
 3. Review and recommend to the Executive Team strategies to create a healthy and supportive environment for faculty, staff, and students, grounded in valuing every CON member, showing respect, and encouraging connection, open collaboration, and communication; and
 4. Provide advice, guidance, and resources to members of the CON that promote belonging, flourishing, and well-being.

- C. The Committee shall be composed of:
1. One (1) Faculty and one (1) staff member who will serve as co-chairs elected by the Faculty and staff;
 2. One (1) Faculty representative elected from each department;
 3. One (1) non-exempt staff representative and one exempt staff representative elected by the CON staff members (staff representatives should be from different administrative units, i.e., Student Affairs, Academic Affairs, Business Office, etc.);
 4. One (1) student representative recommended by the Assistant Dean for Undergraduate Programs, Assistant Dean for Graduate Programs, and PhD Program Director. Student representatives will be appointed by the Dean from each of the following programs: BSN, DNP, and PhD; and
 5. One (1) member of the Executive Team, appointed by the Dean, who will serve a non-voting member.
- D. Committee member term and selection:
- a. Each Faculty and staff member will serve a two (2)-year staggered term and may be reelected to additional terms; each student representative will serve a one (1)-year appointed term and may be reappointed to additional terms at the discretion of the Dean.

Section 13. Professionalism Committee

- A. The purposes of this Committee are to:
1. Foster the development of professional behavior in students and to have procedures in place to monitor and report concerns in this regard;
 2. Serve as an Advisory Committee to the Dean;
 3. Review and recommend policies related to students to the Faculty Organization and Dean; and
 4. Review and recommend the progression of students based on egregious violations of the Professionalism Policy to the Dean.
- For more information, refer to Policy CON: ASA-100-Professionalism Policy
- B. The functions of this Committee are to:
1. Assess submitted student professionalism concerns to determine if they fit within the scope of the Professionalism Policy;

2. Refer the issue to the appropriate Committee if the concern fits the scope of another Committee (e.g., Honor Council or Student Conduct);
 3. Conduct fact-finding inquiries regarding submitted concerns;
 4. Submit findings and recommendations to the Executive Associate Dean of Academic Affairs; and
 5. Make recommendations to the Dean of the College of Nursing.
- C. The Committee shall be composed of:
1. A minimum of three (3) elected regular Faculty members primarily teaching in the BSN program and three (3) elected regular Faculty members primarily teaching in the DNP program, none of whom hold an administrative position defined as Department Chair or above in the College of Nursing. Members will serve two (2) years with DNP Faculty terms running on odd-year cycles and BSN Faculty terms running on even-year cycles;
 2. A Chair who will be elected by the Committee. The Chair will serve as a non-voting member except in instances of a tie vote;
 3. One student from each program selected by the Assistant Dean for Graduate Programs and Assistant Dean for Undergraduate Programs to serve on the Committee, and these students will have voting rights; and
 4. Each Faculty member who will serve a two (2)-year staggered term and may be reelected to additional terms.

ARTICLE X

SPECIAL COMMITTEES (AD HOC)

Ad Hoc Committees of the Faculty

- A. The Chairperson of the Faculty Organization or the Dean may appoint special Committees for specific purposes for a limited period of time.

ARTICLE XI
PROCEDURES FOR INITIATION OF
APPOINTMENT TO THE FACULTY

- A. Recommendation for initial appointment is ordinarily initiated by the Department Chair in collaboration with the Dean. Appointments may be made at any time during the calendar year.
- B. The Department Chair shall consult with the CAPT Committee to conduct a formal vote regarding the recommendation on initial rank.
- C. The Dean may (a) agree with the CAPT and Department Chair's recommendations concerning both appointment and rank or (b) agree with the CAPT and Department Chair's recommendations for appointment but disagree with the recommendation concerning rank and direct the Chair to modify the appointment. The final decision regarding appointment and rank is determined by the Dean.
- D. Notification of initial appointment to the selected candidate is made by letter from the Dean and the Chair. See Section 4.7.2 Initial Appointment Letter in the UTHSC Faculty Handbook for precise terms and conditions of the initial appointment letter.
- E. The following documents are obtained by the Department Chairs:
 - 1. Certified copies of academic transcripts, professional licensure(s), and certification(s);
 - 2. A current curriculum vitae;
 - 3. Two (2) supporting letters of recommendation on institutional letterhead are required;
 - 4. An individual who is a candidate for an appointment to a teaching position and whose native language is not English is evaluated by the Chair regarding the ability to communicate effectively with students in the English language (Policy on Certification of Effective Communication in English [see

certify in writing to the Dean, indicating the method of assessment that was employed; and

5. Any written comments or evaluations from Faculty and staff during the interview process.
- F. Proper credentials are the primary criteria for appointment. Credentials include, but are not limited to, academic degrees, postdoctoral training, residency, fellowship, certification, scholarship, service, and other appropriate education and experience. The original appointment of an individual to a specific Faculty rank must be based on credentials documented through the institutions from which they were obtained.

ARTICLE XII

CRITERIA for ACADEMIC RANKS

Selection, Appointment, And Career Development Of Non-Tenure Track Faculty Members

Non-tenure track Faculty members are hired for a focused scope of Faculty activities, with a primary role in clinical care, teaching, or research/scholarly activity and at least a minimal contribution in one or more of the other missions of the University. In addition, all part-time Faculty appointments are non-tenure track. As with tenure-track Faculty members, the selection and the ongoing career development of non-tenure track Faculty members are essential to the fulfillment of the mission of UTHSC.

Faculty Ranks, Titles, and Guidelines for Appointment

At UTHSC, criteria for appointment to the various Faculty ranks are complex. They reflect the rigorous preparation necessary for University teaching; research; service; and, if applicable; patient care. They also reflect the varied expectations directed to the Faculty of a major university and the diversity of missions performed by academic units at a health science center.

In addition to individual efforts, each Faculty member is expected to function as part of a departmental team and to demonstrate a sense of collegiality. As such, they should show an interest in the success of the department as a whole by accepting assignments; actively serving on departmental, college, University, or national committees; attending departmental/college

functions; and actively participating in community-based service projects. In addition, each Faculty member should demonstrate the ability to relate, cooperate, and interact well with peers. The value of such attributes is difficult to assess tangibly, but its importance is without question. Thus, these collegial contributions—as well as contributions in the missions of teaching, research/creative and other scholarly activities, patient care, and service/outreach activities—are all important in assessing Faculty performance.

In addition to the above, the requirements for appointment in or promotion to the Faculty are as follows:

Section 1. Instructor

Depending on the distinctive requirements contained in the letter of appointment, a Faculty member with the rank of Instructor is expected to:

1. Hold a master's degree in a specialty and experience appropriate to the particular appointment;
2. Hold a current license in the state of residence or a compact license if a member of a health profession requiring professional licensure. If applicable, hold a current advanced practice license in the state(s) of practice if a member of a health profession requiring professional licensure;
3. Hold the appropriate certification if practicing in a health profession that requires certification as a practice credential;
4. Exhibit a commitment to the University's mission; and
5. Demonstrate evidence of ability to relate effectively with students, staff, and professional colleagues.

Section 2. Assistant Professor

The rank of Assistant Professor may be granted to tenure-track or non-tenure track Faculty. Depending on the distinctive requirements contained in the letter of appointment, a Faculty member with the rank of Assistant Professor is expected to:

1. Hold the doctorate or other terminal degree of the discipline and possess experience

- appropriate to the particular appointment;
2. Demonstrate potential for excellence in teaching;
 3. Demonstrate potential for excellence in research/creative and/or scholarly activity;
 4. Demonstrate potential for excellence in service;
 5. Have demonstrated the ability to relate effectively with students, staff, and professional colleagues;
 6. Demonstrate potential for excellence in patient care when applicable;
 7. Hold a current license in the state of residence or a compact license if a member of a health profession requiring professional licensure. If applicable, hold a current advanced practice license in the state(s) of practice if a member of a health profession requiring professional licensure; and
 8. Hold the appropriate certification if practicing in a health profession that requires certification as a practice credential.

Section 3. Associate Professor

The rank of Associate Professor may be granted to tenure-track or non-tenured track Faculty. Depending on the distinctive requirements contained in the letter of appointment (Section 4.7.2 of the UTHSC Faculty Handbook [June 2024]), a Faculty member with the rank of Associate Professor is expected to:

1. Hold the doctorate or other terminal degree of the discipline and experience appropriate to the particular appointment;
2. Demonstrate significant contributions as a teacher and a strong likelihood of continuing effectiveness;
3. Demonstrate significant contributions as a researcher and/or scholarly or professional attainment and a strong likelihood of continuing effectiveness;
4. Demonstrate significant contributions to service and a strong likelihood of continuing effectiveness;
5. Have demonstrated an ability to relate effectively with students, staff, and professional colleagues;
6. Participate actively in professional associations;
7. Have held the rank of Assistant Professor at UTHSC or other reputable academic

- institutions for at least four (4) years (earlier promotions may be recommended in exceptional cases);
8. Demonstrate significant contributions to patient care when applicable;
 9. Hold a current license in the state of residence or a compact license if a member of a health profession requiring professional licensure. If applicable, hold a current advanced practice license in the state(s) of practice if a member of a health profession requiring professional licensure; and
 10. Hold the appropriate certification if practicing in a health profession that requires certification as a practice credential.

Section 4. Professor

The rank of Professor may be granted to tenure-track or non-tenure track Faculty. Depending on the distinctive requirements contained in the letter of appointment (UTHSC Faculty Handbook [June 2024] Section 4.7.2), a Faculty member with the rank of Professor is expected to:

1. Hold the doctorate or other terminal degree of the discipline and experience appropriate to the particular appointment;
2. Demonstrate a clear and convincing record of a high level of sustained effectiveness as a teacher;
3. Demonstrate a clear and convincing record of a high level of sustained effectiveness in research and/or scholarly activity;
4. Demonstrate a clear and convincing record of a high level of sustained effectiveness in service;
5. Demonstrate the ability to relate effectively with students, staff, and professional colleagues;
6. Have a national or international reputation in the discipline;
7. Have held the rank of Associate Professor at UTHSC or other reputable academic institutions for at least five (5) years (earlier promotion may be recommended in exceptional cases);
8. Demonstrate a clear and convincing record of a high level of sustained effectiveness in patient care when applicable;
9. Hold a current license in the state of residence or a compact license if a member of a health

profession requiring professional licensure. If applicable, hold a current advanced practice license in the state(s) of practice if a member of a health profession requiring professional licensure; and

10. Hold the appropriate certification if practicing in a health profession that requires certification as a practice credential.

B. Classification of Faculty Appointments

Tenure-Track Appointments

The tenure track is normally reserved for full-time Faculty who are committed to significant efforts and accomplishments in at least three (3) of the four (4) missions of the University (teaching, research/scholarly activity, service, and patient care where applicable), of which two (2) must be teaching and research/creative/scholarly activity.

Non-Tenure Track Appointments

The non-tenure track is normally reserved for Faculty whose efforts and accomplishments are limited to one (1) or two (2) of the missions of the University. Non-tenure track Faculty members are eligible for University benefits but are not eligible for tenure (UTHSC Faculty Handbook Section 4.5). Each non-tenure track Faculty member meets annually with the Chair for the Annual Performance and Planning Review (UTHSC Faculty Handbook Section 5.3.2 and Appendix J).

Length of Appointments

At the discretion of the Dean, multiyear non-tenure track appointments may be given to existing Faculty at the rank of Instructor, Assistant Professor, Associate Professor, or Professor, depending on the candidate's qualifications and previous annual performance reviews. Initial and subsequent non-tenure track multiyear appointments may be for a period of up to three (3) years as determined by the Dean. Like all academic appointments, these multiyear appointments consist of annual appointments that are automatically renewed for a specified term unless terminated for cause or by operation of some other provision in the UTHSC Faculty Handbook (such as relinquishment, forfeiture, or other extraordinary circumstances, as those terms are defined in Board Policies Governing Academic Freedom, Responsibility, and Tenure [BT0006] and in the Faculty Handbook sections referenced).

ARTICLE XIII

PROCESS FOR EFFECTING PROMOTIONS IN RANK

Promotion in rank is not only an acknowledgment of past achievement but also an expression of confidence that the individual will continue to provide meritorious service and assume increasing campus responsibilities. The policy of UTHSC is to grant promotions objectively, equitably, impartially, and in recognition of merit.

In general, the guidelines for promotion in rank are the same as those for appointment to the various ranks (Faculty Handbook [June 2024] Section 6.1), and the activities evaluated for promotion are the same as those described above for the annual Faculty performance review. Generally, promotion from one rank to another requires evidence of sustained contributions in the Faculty member's assigned mission areas. A minimum period of service in rank is normally required before consideration for promotion to the next rank, except in exceptional cases.

In the College of Nursing, mid-promotion review is required for promotion to the rank of Associate Professor or higher. Mid-promotion review is a formal process through the Collegiate Appointment, Promotion, and Tenure (CAPT) Committee and requires preparation of the same materials as promotion in close partnership with the Department Chair. The CAPT Committee provides written guidance and recommendations regarding strengths and areas of opportunity to facilitate successful promotion to the next rank.

The promotion and mid-promotion process involves systematic collection, analysis, and interpretation of information about the activities and outcomes of an individual Faculty by Faculty peers and administrators to make judgments about specific and overall aspects of what and how an individual Faculty is progressing toward agreed-upon goals and, when appropriate, how they can improve performance.

The evaluation of each Faculty member must be based on the minimum criteria for rank and the level of accomplishment of the goals and objectives agreed upon at the time of appointment or the last annual performance and planning review. Evaluations must specifically assess performance in

each of the assigned missions.

Faculty will receive written updates regarding their progress during each phase of the promotion and tenure process.

Dossier Preparation for Promotion and Mid-Promotion:

The dossier of a candidate for promotion must include at least the following items that are relevant to the period of time related to this promotion:

1. Introductory Letter to the Department Chair;
2. Current Curriculum Vitae in the form required by UTHSC;
3. The initial appointment letter and annual reappointment letters, with all figures related to salary or income being completely obscured;
4. Annual accomplishments and goals, written by the candidate, since accepting a Faculty appointment at UTHSC;
5. Summaries of Annual Performance and Planning Reviews, written by the Chair and the Faculty member's responses, if any, that correspond to the annual accomplishments and goals of Item 3 above;
6. Peer Review of Teaching;
7. Mid-Promotion Review letter, if relevant;
8. Folders for each mission in which the Faculty member has assigned effort with relevant and supporting evidence; and
9. Additional guidance that will be provided by the Department Chair regarding dossier organization and content.

Internal and External Reviews

Internal letters of evaluation are required for all promotions. External letters of evaluation must be obtained for all reviews for promotion to the Associate Professor level or higher and the final probationary review for the award of tenure. Faculty will collaborate with their Department Chair to identify potential internal and external reviewers. See Section 4.11.2.1 External Review in the UTHSC Faculty Handbook (June 2024).

Qualifications of Evaluators

1. Definitions for each category of evaluators are:
 - a. External evaluators are individuals who are not employed by or affiliated with UTHSC or UTHSC's affiliated institutions.
 - b. Internal evaluators are individuals who are employed by or affiliated with the College, UTHSC, or UTHSC's affiliated institutions.
2. External evaluators should be distinguished individuals in the candidate's field who are in a position to provide an assessment of the candidate's current and projected contributions to the candidate's field of scholarship and to comment on their significance for the discipline.
3. Evaluators must be (a) at or above the candidate's current rank (or equivalent), in the case of tenure review only, or (b) at or above the rank (or equivalent) to which the candidate aspires to be promoted. Appropriate evaluators should have sufficient expertise to evaluate the candidate's contributions in their areas of effort: teaching; research/scholarship; service; and, if applicable; clinical care. Evaluators providing reviews for tenure must themselves hold tenure if offered at their institution or the equivalent if tenure is not offered.
4. Letters should not be solicited from evaluators who would be considered to hold any conflict of interest, as defined by the National Institutes of Health's (NIH) definition of conflict of interest, or who would be in any professional or personal relationship with the candidate that could reduce objectivity. Questions as to the appropriateness of any external or internal evaluator should be referred to the Dean's office, with further review by UTHSC's Chief Academic Officer if needed.
5. Whenever possible, external letters should be sought from (a) individuals at UTHSC's comparable or aspirational peer institutions or (b) from an outside institution similar to UTHSC (e.g., academic health science center or research-intensive institution).

Solicitation of Letters of Evaluation

The Chair of the Collegiate Appointment, Promotion, and Tenure (CAPT) Committee is responsible for the external review process at the collegiate level and should normally solicit twice the number of minimum required letters of evaluation using the following guidance.

The Department Chair is responsible for the internal review process at the collegiate level and should normally solicit twice the number of minimum required letters of evaluation using the following guidance. A standard form letter must be used for all candidate members within a

College (Refer to Faculty Handbook Section 4.11.2.1.d).

1. Materials to be sent to evaluators:
 - a. Introductory Letter to the Department Chair;
 - b. Candidate's current Curriculum Vitae;
 - c. Relevant supporting materials from the candidate's dossier, e.g., sample publications or other scholarly products (generally no more than two);
 - d. College Bylaws and UTHSC Faculty Handbook statements of criteria for the specific action(s) (e.g., promotion, tenure, or both);
 - e. College Minimum Scholarship Standards; and
 - f. Materials requested to be included by the candidate.
2. General information to provide to evaluators in the request for evaluation:
 - a. Candidate's name;
 - b. Nature of the specific action(s) under consideration (e.g., promotion, tenure, or both);
 - c. Request for the reviewer to comment on the candidate's academic progress based on materials provided and/or the evaluator's personal knowledge of the scientific and/or professional contributions of the candidate;
 - d. Request for the reviewer to provide a frank appraisal of (1) the candidate's research abilities and creative achievements, including papers given at scholarly meetings; (2) the quality of his/her publications or other creative work; (3) his/her reputation or standing in the field; and (4) his/her potential for further growth and achievement. Reviewers may also be asked to rate the candidate's contributions in comparison with others they have known at the same stage of professional development;
 - e. Request for the reviewer to state the nature of any association with the candidate;
 - f. Request for reviewer to state precisely what the letter of evaluation covers (e.g., promotion, tenure, or both);
 - g. Request for letters to be submitted on institutional letterhead with the evaluator's signature that includes rank as well as tenure status; and
 - h. Date when letter of evaluation must be received during the review cycle.
3. All letters should be addressed to the individual responsible for this process at the collegiate level.

4. Letters should be submitted via email.
5. All letters solicited and received, even if more than the required minimum number, must be included in the dossier unless the UTHSC Chief Academic Officer approves their removal from the review process.
6. Peer Review of Teaching (Faculty Handbook, Section 4.11.2.2).

Please see the College of Nursing Faculty and Staff Manual for the “Peer Review of Teaching Process Between the College of Nursing and the Teaching and Learning Center.”

Review and Recommendation of the Collegiate Appointment, Promotion, and Tenure Committee

Members of the CAPT Committee will review the candidate’s dossier and derive a numerical evaluation score on the performance metrics document. This evaluation is based on the minimum criteria for rank and the level of accomplishments and goals since the time of appointment or last promotion. While no promotion should be made solely based on points, the points system of the performance metrics defines a minimum level of accomplishment. The expectations for promotion are as follows:

1. For promotion to Assistant Professor, the candidate should normally receive a total score of 3.5 points if he/she does not have a clinical practice and 4.0 points if he/she has clinical care responsibilities.
2. For promotion to Associate Professor, the candidate should normally receive a minimum of 6 points from activities since appointment or last promotion.
3. For promotion to Professor, the candidate should normally receive a minimum of 7.5 points from activities since appointment or last promotion.

After review of the dossier and discussion, a formal anonymous vote is recorded. A written letter is prepared for the Dean, consisting of the list of Faculty members in attendance, the majority and minority views, and the summary vote. A simple majority of those eligible to vote is necessary for a positive recommendation. Positive and negative votes, recusals, and abstentions are recorded on each candidate. The letter and all supporting documents are forwarded to the Dean.

The Dean will make a decision on each recommendation based on the advice of the CAPT Committee, the Department Chair, and the departmental Faculty reviewers, as well as on the basis of other circumstances including personal knowledge of individuals (Faculty Handbook, Section 6.8.4). In the case of a positive decision by the Dean, he or she will advise the Department Chair. In the case of any negative decision by the Dean, the Dean will provide the individual Faculty member and the Chair with written notice of the decision, stating that the Faculty member may appeal a negative decision through the Faculty Senate in accordance with provisions in the UTHSC Faculty Handbook Section 7.

The Dean's recommendations for promotion, whether positive or negative, will then be forwarded with all other supporting documents to the Chief Academic Officer for further processing, with a copy being provided to the Faculty member under consideration at the same time.

Peer Review of Teaching

Formal review of Faculty teaching is intended to foster and acknowledge teaching excellence, which the College of Nursing (CON) values as essential to achieve its teaching mission. A periodic review of teaching performance provides the opportunity to assess the need for professional development in this mission area and ultimately enhance teaching skills among all CON Faculty regardless of tenure status or rank.

Peer review of teaching is required for all tenure-track candidates and non-tenure track candidates seeking promotion. This requirement applies to candidates who will be reviewed for tenure or promotion. A minimum of two peer reviews of teaching are required for every tenure-track Faculty member. Faculty seeking promotion are required to have one peer review of teaching for each advancement in rank.

The peer review of the teaching process must include observation of teaching, irrespective of the subject being taught; the mode of course delivery (i.e., face-to-face, online, hybrid); and the instructional method (i.e., lecture, lab, seminar, research, clinical, independent study) as well as the other activities related to the assessment of teaching (e.g., teaching materials, syllabi, assessment methods, and learning outcomes).

The setting and teaching session for each peer review should be representative of the Faculty member's usual teaching assignment and determined by the Faculty member in concert with their Department Chair. A Faculty member undergoing review for promotion to the next rank must also include the peer review assessment as part of their next annual performance and planning review.

The Department Chair and Faculty member must develop a formal written improvement plan as part of the next annual review for all Faculty whose initial peer review of teaching indicates one or more ratings of *needs improvement*. A minimum of two (2) peer reviews of teaching in the Faculty member's primary teaching setting are required for every tenure-track Faculty member, typically during the second and fourth years of the probationary period. The setting that is representative of the Faculty member's teaching responsibilities is to be determined by the Department Chair in consultation with the Faculty member.

Faculty who disagree with their peer review of teaching assessment can appeal through the provisions specified in Section 7 of the UTHSC Faculty Handbook.

In addition to peer review of teaching described above, a Faculty member may request that the Department Chair initiate a peer review of teaching at any time. The Department Chair may also request that a peer review of teaching be conducted based on a determination that there is an issue with the Faculty member's teaching performance.

Selection of Peer Review Evaluators

The Executive Associate Dean for Academic Affairs identifies the pool of reviewers in collaboration with the Department Chairs. Faculty at the rank of Associate Professor or higher who have completed a training program for evaluating teaching effectiveness with the UTHSC Teaching and Learning Center are included in the reviewer pool. The selected reviewer and reviewee will be notified of the peer review evaluation assignment by the Executive Associate Dean for Academic Affairs. Any concerns regarding potential conflicts of interest should be identified and resolved prior to the peer review.

Teaching Settings

The Faculty member who will undergo the teaching peer review will, in consultation with the Department Chair, select the teaching setting used for the evaluation. The setting and course chosen should be consistent with the Faculty member's assigned teaching responsibilities in the College.

Evaluation Process and Assessment Tools

The assigned reviewer will conduct a pre-observation orientation with the Faculty member undergoing review to determine what they expect to accomplish with students during the observed teaching session. Before the teaching session, the Faculty member will give the reviewer the session objectives and teaching materials for review. The reviewer will complete the approved Evaluation of Teaching Form independently and during distinct sessions. The reviewer will independently submit their completed assessment form within two (2) weeks of the evaluation to the Department Chair and Executive Associate Dean for Academic Affairs, including specific written examples depicting strengths, areas for growth, or concern. The Department Chair will review the evaluator's assessment, including comments and rating, and provide the Faculty a copy of the completed Evaluation of Teaching Form. Faculty members undergoing evaluation will have the opportunity to submit an evaluation of the peer review process and the evaluator to the Executive Associate Dean and Department Chair.

ARTICLE XIV
CRITERIA FOR THE AWARD OF TENURE AND CAREER
DEVELOPMENT OF TENURE-TRACK FACULTY

Length of Probationary Period

Promotion in academic rank and the award of tenure are separate issues at The University of Tennessee. Except as otherwise provided in the Board's Policies Governing Academic Freedom, Responsibility, and Tenure, a tenure-track Faculty member must serve a probationary period prior to being considered for tenure. The probationary period at UTHSC shall be six (6) years. The Faculty member will apply for tenure during the sixth year, and if tenure is not granted, the Faculty member will be permitted to serve a seventh (7th) year as a terminal year. If a Faculty member begins employment after July 1 and before January 1, the remaining term of the Faculty member's initial appointment will count as the first year of the probationary period so that what is treated as the first year of a Faculty member's probationary period will not be shorter than six (6) months. If a Faculty member has served in a tenure-track appointment at another institution, his or her total probationary service may extend beyond six (6) years.

The original appointment letter shall state the length of the Faculty member's probationary period and the academic year in which he or she must be considered for tenure if he or she met the minimum eligibility requirements for consideration (UTHSC Faculty Handbook 4.11.1). The stipulation in the original appointment letter regarding the length of the probationary period and the year of mandatory tenure consideration does not guarantee retention until that time.

A Faculty member may request an early consideration for tenure before the sixth year of his or her probationary period but no sooner than the next regular tenure cycle after completion of the first year of the probationary period. The procedures to be used in requesting early consideration for tenure are those outlined in the UTHSC Faculty Handbook Appendix L.

For good cause related to procedural error (e.g., lack of due process), UTHSC and a tenure-track Faculty member may agree in writing to extend a six (6)-year probationary period for a maximum of two (2) additional years. This proposed extension must be approved in advance by

the UTHSC Chief Academic Officer, the Chancellor, The President (or designee), and the General Counsel (or designee).

Section 1. Career Development and Evaluation of Tenure-Track Faculty Members

The career development and evaluation process for regular full-time Faculty members in the probationary period comprises a series of meetings involving the Faculty member and the Department Chair.

The career development and evaluation process for tenure-track Faculty members in the probationary period comprises a series of meetings involving the Faculty member and the Department Chair. The purposes of these meetings are to:

1. Mutually establish academic (e.g., teaching, research, service, and/or patient care) goals for the Faculty member;
2. Evaluate the Faculty member's performance in achieving these previously established academic goals;
3. Provide the Faculty member with a routine opportunity to seek and receive advice and guidance from the Department Chair and the tenured Faculty of the department; and
4. Assess the progress towards attainment of tenure.

Section 2. Criteria for Tenure Recommendation

Tenure is awarded after a thorough review that culminates in the University acknowledging a reasonable presumption of the Faculty member's professional excellence and the likelihood that excellence will contribute substantially over a considerable period of time to the mission and anticipated needs of the academic unit in which tenure is granted.

The minimum criteria for a positive recommendation for the award of tenure at UTHSC and the College of Nursing are:

1. Fulfilling the distinctive requirements established in writing by the College of Nursing for the Faculty position. The relative weighting is determined at the time of the initial appointment but may be changed during the probationary period by the Department

- Chair and the Faculty member during the Annual Performance and Planning Reviews;
2. Possessing a record of academic achievement at UTHSC that strongly indicates that their performance as a tenure-track Faculty member will meet the expectations and goals of the College of Nursing throughout their future academic career; and
 3. Demonstrating teaching effectiveness and evidence of scholarship in research, service, and/or patient care are additional criteria for the College of Nursing.

A. Interim Probationary Review:

For each tenure-track Faculty member, the CAPT Committee and Department Chair will conduct an enhanced review to assess and inform the Faculty member of their progress toward the award of tenure during the third (3rd) or fourth (4th) year of the probationary period, with the year to be determined at the Department Chairs' discretion. In the College of Nursing, the interim probationary review is a formal process through CAPT Committee and requires preparation of the same materials as tenure in close partnership with the Department Chair. At the conclusion of the review, the CAPT Committee provides written guidance and recommendations regarding strengths and areas of opportunity.

The two-part review will be conducted by the tenured Faculty members on the CAPT Committee and the Department Chair. The tenure-track Faculty member will prepare a dossier.

The dossier must include the following items:

1. Letter to the Department Chair summarizing achievements in each mission;
2. A current Curriculum Vitae constructed according to the form required by UTHSC;
3. The initial appointment letter and annual reappointment letters with all salary figures obscured;
4. Annual accomplishments and goals, written by the candidate, since accepting a tenure-track Faculty appointment at UTHSC;
5. Summaries of Annual Performance and Planning Reviews, written by the Department Chair, and the Faculty member's responses, if any, that correspond to the annual accomplishments and goals of Item 3 above; and
6. Peer review of teaching evaluations.

The Faculty member may also include in the dossier any other documents that they believe may assist the tenured Faculty in its review or be relevant to a positive recommendation, including:

1. Sample publications;
2. Summaries of student teaching evaluations as well as other indicators of teaching performance; and
3. Letters of evaluation, which contain a subjective peer evaluation of a candidate's accomplishments and professional standing.

The Department Chair will notify the CAPT Committee Chair of the availability of the dossier for interim probationary review. Subsequently, the CAPT Chair will schedule a CAPT Committee meeting for discussion and deliberation of all the candidates. After the review of the supporting materials and discussion of the candidate, a formal anonymous vote will be recorded by the CAPT Committee. A written report to the Department Chair will contain a list of the tenured Faculty members who voted, all recommendations made, the majority and minority views, if relevant, and the summary vote. The Department Chair will meet with the tenure-track Faculty member to discuss the recommendations. The Department Chair shall certify in the annual performance assessment that the review has been completed and note the results thereof. Summary copies of these Interim Review documents are given to the Faculty member and placed in their personnel file.

The purpose of the Interim Review is to establish a mutual understanding between the Faculty member and College leadership regarding their progress toward attainment of tenure. A negative Interim Review does not preclude the award of tenure but should place the candidate on notice of deficiencies, which must be corrected before tenure can be recommended. A negative review should be accompanied by a definite plan whereby the Faculty member can meet the collegiate expectations that would allow a favorable recommendation at the end of the probationary period.

Alternatively, an unfavorable review may lead to a notice of non-reappointment of the Faculty member. This will be undertaken in keeping with the UTHSC Faculty Handbook. A favorable Interim Review does not commit the College to a subsequent recommendation for tenure.

B. Final Probationary Review

Each year, the UTHSC Chief Academic Officer publishes and distributes a detailed schedule for the Final Probationary Reviews and the process related to the recommendation of the award of tenure. In the College of Nursing, a Faculty member's preparation for this review begins the year prior to the review of tenure. Each candidate will update their interim probationary review dossier based on recommendations from the CAPT Committee and additional supporting evidence.

The Department Chair will notify the CAPT Committee Chair of the availability of the dossier for review and of a meeting time for discussion and deliberation of all the candidates for tenure. Notification of the meeting must be sent at least ten (10) working days prior to the time scheduled. After review of the dossier and a discussion of the candidate are conducted, a formal anonymous vote is recorded. The CAPT Committee prepares a letter to the Dean containing a list of tenured Faculty members in attendance; the majority and minority views, if relevant; and the summary vote for the Dean. A positive recommendation for tenure will be a simple majority of those eligible to vote. All tenured Faculty members will have the opportunity to review and vote on the recommendation to award tenure.

1. If the vote of the CAPT Committee is split and agreement is not possible, the vote will be recorded and forwarded to the Dean for review and a decision.
2. All positive or negative recommendations on each candidate and supporting documents are forwarded to the Dean for review.
3. The Dean will make a recommendation based on the CAPT Committee and Department Chair's recommendations and the basis of other circumstances, including personal knowledge of the Faculty member (Faculty Handbook, Section 6.8.4). The Dean will notify the Department Chair and Faculty member in writing of their recommendation. The Dean and Department Chair must notify the Faculty member of their right to appeal a negative decision through the Faculty Senate.
4. The Dean's recommendations regarding tenure, whether positive or negative, will then be forwarded with all other supporting documents to the Chief Academic Officer for further processing, with a copy being provided to the Faculty member under consideration at the same time (UTHSC Faculty Handbook Appendix L – Procedure for the Final Probationary Review for the Award of Tenure).

ARTICLE XV
ENHANCED POST-TENURE PERFORMANCE
REVIEW

Enhanced Post-Tenure Performance Review (EPPR) is an expanded and in-depth performance evaluation conducted by a Committee of tenured peers and administered by the Chief Academic Officer. Procedures for conducting an EPPR are outlined in the UTHSC Faculty Handbook in Appendix M.

ARTICLE XVI
PROCEDURE FOR COLLEGIATE APPOINTMENT, PROMOTION, AND TENURE
COMMITTEE INVOLVEMENT IN TERMINATION OF TENURED FACULTY
FOR ADEQUATE CAUSE

For termination proceedings for Adequate Cause of tenured or tenure-track Faculty, the Bylaws shall provide participation by the tenured Faculty of the College of Nursing as outlined in Section 8.3.1 of the UTHSC Faculty Handbook.

APPENDIX A

PhD in NURSING SCIENCE FACULTY COMMITTEE

- A. The purposes of this Committee are to:
1. Serve as a link between the College of Graduate Health Sciences (CGHS) and the College of Nursing's PhD in Nursing Science (Program);
 2. Approve applicants for admission to the Program; and
 3. Evaluate the Program's curriculum and make recommendations for revision to the CGHS Curriculum Committee and Graduate Studies Council.
- B. The functions of this Committee are to:
1. Follow the CGHS Bylaws and Policies;
 2. Respond to and make recommendations to the CGHS Graduate Studies Council. The Director of the Program is a member of the Graduate Studies Council;
 3. Forward to the Dean of the CGHS the names of applicants recommended for admission in the Program;
 4. Monitor student progress and make recommendations for student progression and retention in the Program;
 5. Evaluate and recommend changes in the curriculum in the context of relevant trends in nursing sciences, education, and research; and
 6. Forward recommendations for curricular or course changes to the CGHS Curriculum Committee and Graduate Studies Council.
- C. The Committee shall be composed of:
1. Full-time or part-time College of Nursing Faculty members who have been approved by the CGHS to serve on student committees or serve on student committees and direct dissertations;
 2. Full-time Faculty members to whom voting privileges have been extended and who have been approved by the CGHS to serve on student committees or serve on student committees and direct dissertations; and
 3. The Chairperson of this Committee who is the Director of the Program.

APPENDIX B

PEER REVIEW OF TEACHING PROCESS BETWEEN THE COLLEGE OF NURSING AND THE TEACHING AND LEARNING CENTER

Introduction

The process described below provides a framework for a collaborative effort between the College of Nursing (CON) and the Teaching and Learning Center (TLC) regarding the peer review of teaching. The process strives to balance the disciplinary expertise of the CON Faculty with the pedagogical expertise of TLC consultants.

The process also assumes the following guiding principles:

1. There are many ways to teach well;
2. The process can be filled with anxiety, both for the reviewer and the reviewee;
3. Reviewers must be aware of personal biases or judgments;
4. Peer review of teaching builds on the reviewee's strengths;
5. Reviewer feedback should be timely and thoughtful; and
6. The goal is to determine if teaching is effective, not whether it conforms to the reviewer's experiences.

Explanation of Roles of Individuals Involved in the Process

Each member of the peer review team has specific roles as outlined in this document. Clarity regarding the role of each team member facilitates clear communication regarding expectations for each member during the planning, implementation, and reporting phases of the peer review of the teaching process. The process includes the Faculty member who is undergoing the peer review of the teaching process (reviewee), the Faculty member who conducts the review (peer reviewer), the consultant from the Teaching and Learning Center (TLC consultant) whose role is advisory, and the Department Chair.

Faculty who undergo peer review of their teaching will include all tenure-track Faculty members as required by University policy. Non-tenure track Faculty seeking promotion will also be required to undergo peer review of teaching as specified in the CON policy. For both tenure-track and non-tenure track Faculty, the timing of this review will be determined conjointly by the Faculty member and their Department Chair, irrespective of tenure status. Faculty may also make a formal request to their Department Chair to have a peer review of their teaching. Finally, the Department Chair may request a peer review of a Faculty member's teaching if there is an issue with the Faculty member's teaching performance and if the Dean approves the request.

Peer reviewers are full-time Faculty members appointed to the College of Nursing (CON) at the rank of Associate Professor or Professor in each of the College's departments, irrespective of tenure status. The CON Associate Dean of Academic Affairs selects Faculty who serve in the pool of peer reviewers that will participate in the peer review of the Faculty who undergoes evaluation. All peer reviewers are required to complete a training program with the Director of the TLC before conducting a peer review assessment.

The TLC consultant serves in an advisory role. In the CON's peer review of the teaching process, the TLC consultant provides guidance and support, such as resources to the Faculty under review and the peer reviewer conducting the peer review process. For example, if a Faculty member who has undergone the peer review process has developmental needs, the TLC consultant, in partnership with the Department Chair, can identify relevant teaching resources, including strategies and webinars, to address specific concerns identified during the peer review of the teaching process.

The Department Chair collaborates with the Faculty member to determine the timing of the peer review of teaching. They also receive from the Academic Associate Dean a list of potential peer reviewers from the pool of Faculty formally trained by the Director of the TLC to serve in this capacity. All reviewers must complete this formal training before conducting a peer review. Collaboratively, the Academic Associate Dean and Department Chair discuss and agree upon the selected reviewers for each review. The Associate Dean for Academic Affairs will email the peer review assignment to the reviewer, reviewee, and Department Chair.

Steps in the Process

Step 1. The purpose of the first meeting is to understand better the teaching style of the individual being reviewed. Participants should walk out of the meeting with an agreement on what will be observed.

Activity

Meeting between the Faculty peer reviewer and person being reviewed (reviewee).

Topics for Discussion

1. What is the overarching goal for what they hope to accomplish with students over the course of the term?
2. Discussion of “situational factors”:
 - a. The specific context of the teaching and learning situation,
 - b. What employers are expecting graduates to be able to do,
 - c. Review of relevant program outcomes,
 - d. Nature of the course content,
 - e. Characteristics of the teacher (e.g., 1st course taught or experienced teacher; number of years teaching; face-to-face, hybrid, or online teaching experience), and
 - f. Characteristics of the students (program, level of program, accelerated degree).
3. Review syllabus:
 - a. Course and module learning outcomes and
 - b. Overall course structure. How do classroom activities and student evaluations connect to the course and module learning outcomes?
4. Agree on the best sessions to attend.
5. Faculty reviewee provides the Faculty reviewer with the objectives and teaching material for review.
6. Provide Faculty undergoing review a copy of the appropriate evaluation form and discuss, making sure that everyone agrees on what each of the questions is asking and what the peer reviewer will assess.

Post-Meeting

1. The TLC consultant will be available to the Faculty peer reviewer if there are questions regarding applying the teaching philosophy and learning goals to the evaluation rubric. The

TLC consultant will also be available to Faculty who have identified needs to help them identify resources and learning opportunities to enhance their teaching effectiveness.

Step 2.

Activity

The peer reviewer attends class and writes notes about observations based on the relevant peer review form.

1. Arrives at class ahead of time;
2. Sits somewhere that is not distracting to the student or Faculty member;
3. Creates a log of the class session, including observations, impressions, and questions, both verbal and non-verbal;
4. Stays for the entire class; and
5. Does not intervene in the teaching during the observation.

If the session evaluated is an online module, the reviewer will enter the course, assess all aspects of the course module, including alignment between module objectives and learning activities such as discussion boards, quizzes, and other assignments. If the teaching session evaluated is a lab session or mentoring meeting, the reviewer will follow the steps described above for attending a class.

Post-Class

1. Faculty undergoing peer review sends written reflections to the Faculty peer reviewer regarding what went well and what could be improved for the class that was assessed.
2. Faculty undergoing peer review completes an evaluation of the peer review process and the Faculty peer reviewer. They will forward the peer review process evaluation to the Associate Dean for Academic Affairs. The Faculty peer reviewer's Department Chair receives the assessment of the Faculty peer reviewer.

Step 3.

Activity

The Faculty peer reviewer completes the quantitative and qualitative portions of the appropriate peer review of teaching form depending on the type of teaching session evaluated (e.g., online, hybrid, face-to-face classroom, lab experience, mentoring meeting, or clinical course session). The

report must include ratings in each area of the form along with specific written strengths and areas of concern. The final report should be completed within two (2) weeks of the peer review and submitted to both the Associate Dean of Academic Affairs and the Department Chair of the Faculty undergoing peer review.

Step 4.

Activity

The Department Chair meets with the Faculty receiving the peer review. During the process, the two individuals will:

1. Review the documents, encouraging the Faculty receiving the peer review to make comments and share insights that were a part of the self-reflection completed after the meeting and
2. Invite the Faculty receiving the peer review to participate in additional conversations with or to seek advice from the TLC.

Assessment data resulting from the peer review of teaching becomes part of the Faculty member's next annual review and tenure and promotion dossier. The Department Chair and Faculty member may develop teaching goals as part of the next annual performance review.

APPENDIX C

HISTORICAL APPROVAL DATES OF BYLAWS

General Faculty Bylaws Amended and
Approved by Faculty February 22, 1999
Approved by UT Board of Trustees June 1999
Amended by Faculty January 22, 2001
Amended by Faculty July 22, 2002
Amended by Faculty September 26, 2005
Amended by Faculty July 27, 2009
Amended by Faculty November 28, 2011
Amended by Faculty June 24, 2013
Amended by Faculty October 28, 2013
Approved by Faculty May 19, 2014
Approved by Faculty November 24, 2014
Approved by Faculty May 11, 2015
Approved by Faculty March 27, 2017
Approved by Faculty September 1, 2017
Approved by Faculty August 30, 2019
Approved by Faculty March 29, 2021