

**BYLAWS OF THE FACULTY OF THE COLLEGE OF PHARMACY  
THE UNIVERSITY OF TENNESSEE HEALTH SCIENCE CENTER (UTHSC)**

April 21, 2021

**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 greater than 50% of their salary from University funds.
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 and Faculty Organization**

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. Pharmacy Faculty Organization

The Pharmacy Faculty Organization (PFO) consists of all Faculty who participate in the academic governance of the College of Pharmacy. The purpose of the PFO is to facilitate communication among faculty members and College leadership.

The PFO leadership shall consist of a total of six elected representatives. Three representatives will be elected (excluding Chairs and Deans) by and from the Department of Clinical Pharmacy and Translational Science Faculty with one member being chosen from each campus. Two representatives will be elected by and from the Department of Pharmaceutical Sciences Faculty, one at-large Faculty officer will be elected from either department or campus. Terms shall be two years and staggered. At the beginning of each academic year, the PFO elected representatives shall elect a Chair, Vice-Chair, and Secretary for a term of one year. The Chair shall preside over the PFO meetings, and in the absence of the Chair, the Chair's designee shall preside. PFO meetings may convene as often as deemed necessary by the PFO elected representatives. The agenda for PFO meeting will be set by the PFO elected representative after receipt of agenda items from the College Faculty. The PFO Chair, Vice-Chair, and Secretary shall meet with the College Executive Committee at least quarterly.

#### **Article IV. Duties and Jurisdiction**

1. The College shall have a process for developing new or revised collegiate academic policies. Curricular matters are decided by the faculty of the college, under the leadership of the Dean. However, the curriculum cannot be changed without the approval of the collegiate faculty. The Dean has the authority, delegated by the President and Chancellor, to make decisions on other collegiate academic matters in consultation with the collegiate faculty.
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.
4. The College of Pharmacy must maintain a collegiate strategic planning process in harmony with the UTHSC strategic plan.

#### **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. Unfinished 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 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 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 students' academic performance each term when an academic deficiency is present or a student meets criteria for dismissal. The Committee considers options to correct academic deficiency, hears appeals for reinstatement to the College of Pharmacy following a recommendation of academic dismissal and recommends alternative plans of study.

Membership includes representatives from the Faculty (at least one full-time Faculty member from each department), and the Associate Dean for Academic Affairs (*ex officio* and non-voting). Individual members and the Chairperson are appointed annually by the Dean. New members of this committee must undergo training on the Family Educational Rights and Privacy Act (FERPA) and all members must sign a statement confirming understanding of the FERPA requirements and student confidentiality.

The Committee is advisory to the Dean of the College of Pharmacy. A quorum shall be fifty percent (50%) of the Committee members, and a positive or negative recommendation shall be decided by a simple majority of those members present.

### **B. Admissions Committee**

The Admissions Committee is responsible for interviewing and evaluating qualified applicants who seek admission to the Doctor of Pharmacy program and making recommendations regarding admissibility 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 one from each campus), the student body and alumni. Individual members, Chairperson, 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 and Assessment Plans. In addition, the Assessment Committee reviews student performance and success in the curriculum and in achieving the College's learning competencies and provides recommendations to the Associate Dean for Academic Affairs and/or the Curriculum Committee to enhance the quality of instruction, performance, and learning. 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 one full-time Faculty member from each department) and a staff member. 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 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, one resident, 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. 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, Associate Dean for Knoxville, Associate Dean for Nashville, Associate Dean for Academic Affairs, Associate Dean for Student Affairs, Associate Dean for Graduate Programs and Research, Associate Dean for Strategic Initiatives and Operations, Assistant Dean for Finance and Administration, and the Department Chairpersons.

G. Faculty Professional Enrichment Committee

The Faculty Professional Enrichment Committee is responsible for the development, dissemination, and coordination of 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.

H. 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, advise the Dean with regard to allocation of resources for graduate education programs and 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 at least two Faculty members from the Faculty-at-large) and one member of the graduate student body. The Associate Dean for Graduate Programs and Research will serve *ex officio* as a voting member. Individual members and the Chairperson are appointed annually by the Dean.

I. 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 UTHSC Office of Financial Aid to ensure that the necessary scholarship funds are obtained and available. Recommendations shall be forwarded to the Dean for approval. 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 Associate Dean for Student Affairs, and a representative from the College Student Affairs office. Individual members and the Chairperson are appointed annually by the Dean.

J. 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 members from each department), three students, and one resident. The Associate Dean for Student Affairs will serve *ex officio* as a voting member. Individual members and the Chairperson are appointed annually by the Dean.

K. 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 appointment, promotion, the award of tenure, and other matters as assigned by the Dean. 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 (see UTHSC Faculty Handbook and the Addendum). The Committee also reviews and makes recommendations concerning the guidelines and standards for promotion and tenure.

The Dean shall appoint all Committee members. Committee members may be re-appointed. The Dean will appoint at least two tenured faculty member representatives from each department on the Committee. The Chairperson of the Committee shall be a tenured Professor who will be elected by the Committee for a one-year term. The collegiate academic officer shall serve *ex officio* as a voting member of the Committee.

A quorum shall be fifty percent (50%) of the faculty eligible to vote on a given candidate or issue, and a positive or negative recommendation shall be decided by a simple majority of those faculty members present.

L. 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 at least two Faculty members from the Faculty-at-large), and one member of the student body. The Associate Dean for Graduate Programs and Research will serve *ex officio* as a voting member. Individual members and the Chairperson are appointed annually by the Dean.

M. 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 Department Chairpersons, the Assistant Dean for Finance and Administration, and other members appointed annually by the Dean. The committee will be chaired by the Memphis building manager who is an *ex officio* voting member of the committee.

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

The Criteria for Appointment, Promotion and the Award of Tenure is attached hereto as the Addendum 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 the Addendum, and by this reference incorporated into and made a part of these Bylaws.

No faculty member shall be appointed initially with tenure except by positive action of the Board of Trustees upon the recommendation of the President and after review by tenured faculty of the department and Department Chair, the Dean, UTHSC Chief Academic Officer, and Chancellor. The Department Chair shall consult with the tenured/tenure track departmental faculty of equal or higher ranks to that of a prospective appointee before nominations are forwarded for expedited tenure, early tenure or tenure-track positions. The Department Chair shall consult with the tenured faculty of equal or higher ranks for termination of tenured faculty for adequate cause. In addition, the tenured faculty of the department shall review the dossier of the tenure-track faculty member during the interim probationary review (typically the third or fourth year of the probationary period) and at the final probationary review prior to one year before the end of the probationary period. Procedures for the Interim and Final Probationary Reviews for the Award of Tenure can be found in the UTHSC Faculty Handbook, Appendices K and L, respectively. Peer review of teaching is required of all tenure candidates according to the prevailing College and UTHSC guidelines.

For nontenure track positions, the Department Chair may consult with the departmental faculty of equal or higher academic rank of the prospective appointee before nominations are forwarded. The process for termination of nontenure track faculty members is outlined in the UTHSC Faculty Handbook.

An individual who is a candidate for an appointment to a teaching position or for tenure in such a position must be evaluated by the Department Chair and Associate Dean for Academic Affairs regarding their ability to communicate effectively with students in the English language. The mechanism for this evaluation is left to the discretion of the Department Chair and Associate Dean for Academic Affairs, but it is essential that the evaluation be thorough and effective, and that it be documented. If the Department Chair and Associate Dean for Academic Affairs find the individual's ability acceptable, they so certify in writing to the Dean, indicating the method of assessment that was employed. Thereafter, the results of the evaluation are transmitted to the Vice Chancellor for Academic, Faculty & Student Affairs.

Post-Tenure Review (PTR) is a comprehensive performance review of tenured faculty members conducted no less often than every 6 years. PTR procedures are campus-specific and are outlined in the UTHSC Faculty Handbook, Section 4..

Enhanced Post-Tenure Performance Review (EPPR) is an expanded and in-depth performance evaluation conducted when a faculty member has (1) requested an EPPR, (2) received an overall annual performance rating of “Unsatisfactory,” or (3) received two overall annual performance ratings of “Needs Improvement” during any four consecutive annual performance review cycles. EPPR procedures are campus-specific. Procedures for conducting the EPPR are outlined in Appendix M of the UTHSC Faculty Handbook.

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

The University of Tennessee Health Science Center 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. The Faculty Handbook supersedes all collegiate bylaws. 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 Faculty members at a regular meeting of the Faculty. The proposed amendment shall be voted on at the next regular Faculty meeting and must be carried by a two-thirds affirmative vote of the Faculty members present and voting.

Revision History of Bylaws

May 1999 first version

April 19, 1999

July 1, 2008

July 1, 2012

July 1, 2013

September 22, 2014

November 17, 2014

July 1, 2015

September 25, 2017

December 18, 2019

April 21, 2021

**Addendum to UTHSC College of Pharmacy Bylaws**  
**Criteria for**  
**Appointment, Promotion, Award of Tenure, and Annual Performance and Planning Review**  
**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.

**I. 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 within this Addendum.

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 within this Addendum. 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 (research appointment) for purposes of promotion. A research appointment is contingent upon salary funding for the position that is provided by sources outside the university (e.g., grants, contracts, etc.). When the funding for the position expires, the faculty member's employment will be discontinued. Nontenure track faculty who were hired primarily for other activities (such as education, patient care or service/outreach) shall be designated as nontenure (clinician educator) 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 within this Addendum. The Guidelines for Evaluating Faculty Relative to the UTHSC Mission Areas used by the College of Pharmacy for consideration in promotion decisions is included below.

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:

**Faculty Academic Ranks: Full-time, Part-time, Affiliated and Volunteer**

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. 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 mission areas, i.e., education, research/creative and other scholarly activity, patient care (if appropriate), and service/outreach and promise of continued productivity therein. 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, annual reappointment letters or annual performance and planning review. Examples of activities for each of the UTHSC mission areas are described within this Addendum.
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. 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, annual reappointment letters or annual performance and planning review. Examples of activities for each of the UTHSC mission areas are described within this Addendum.
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.).

## II. 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. A peer review of teaching is also required for tenure track faculty. The procedure for the COP Peer Review of Teaching is outlined in the Addendum. 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.

### III. Guidelines on Annual Performance and Planning Review

The goals of the Annual Performance and Planning Review are to:

- a. facilitate communication between the faculty member and the Department 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 Department 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 regular part-time faculty must be completed no later than April 1 of each year. The desired elements of this review include the following:

- a. The Department Chair requests from each faculty member: (1) a summary of activities and accomplishments for the calendar year t, and (2) a summary of the faculty member's goals for the coming calendar year. These documents are to be submitted to the Department Chair's Office annually by December 31st.
- b. During January through March of each year, the Department Chair discusses with each faculty member his or her activities and accomplishments during the previous calendar 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, co-curricular activities, student mentorship, innovation in teaching, etc. Review considers all programs (both intra- and inter-college, 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, monographs, and submitted patents

- iii. Patient Care. If applicable, consider the quality and quantity of patient care, consultant practice, patient care committee service, institution- or site-specific project, professional certification, etc.
  - iv. Service/Outreach. Consider department, college, campus and university committee appointments and participation, administrative assignments, consultantships, offices held, professional service and community service/outreach activities, etc.
  - v. Student organization advising
  - vi. Formal faculty mentoring
  - vii. Faculty development and enrichment
  - viii. Honors, awards, or meritorious achievements
  - ix.. Formal administrative roles (not listed in Service)
- c. The Department Chair reviews each faculty member in the appropriate mission areas. In addition to the performance review in each category, the Department 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 Summary of Annual Performance and Planning Review (UTHSC Form 1).
- d. The Department Chair prepares a narrative summary of the discussion, including assessment in each mission area, and the Department 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 Summary of Annual Performance and Planning Review (UTHSC Form 1). 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 Summary of Annual Performance and Planning Review (UTHSC Form 1). The faculty member should, if desired, enter a self-evaluation in the column headed "Faculty" on the Summary of Annual Performance and Planning Review (UTHSC Form 1). The faculty member may also prepare an optional response to the review and the Department Chair's expectations. Any optional response of the faculty member should be attached to the Summary of Annual Performance and Planning Review (UTHSC Form 1).
- f. The faculty member's goals for the next academic year, with the Department Chair's comments, if required, should be attached to the Summary of Annual Performance and Planning Review (UTHSC Form 1).
- g. The Summary of Annual Performance and Planning Review (UTHSC Form 1) with attachments, should be signed by both the Department Chair and faculty member. The original should be retained in the Department Chair's Office with complete copies provided to the COP Dean and to the faculty member by March 1
- h. Upon completion of the review process, and no later than March 1 of each year, the Department Chair should forward a signed Certification of Faculty Review to the COP Dean.

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

## **V. UTHSC College of Pharmacy (COP) Promotion and Tenure (P&T) Process**

### **General Timeline:**

#### **July**

- The Dean appoints members of the COP P&T Committee as described in the COP Bylaws.
- Candidates seeking promotion and/or tenure should consult with the Department Chair who should counsel them on their candidacy and advise them of the dossier, process and review schedule.
- Faculty candidates for promotion and/or tenure should begin preparation of their dossier.
- The COP P&T Committee is convened to elect a Committee Chair.

#### **August**

- The COP P&T Committee Chair and Committee members will hold an informational session on the P&T Process for all interested faculty members.

#### **September**

- Candidates for promotion and/or tenure submit their complete dossier to the Department Chair by the end of the month.
- The process for identifying external and internal reviewers by the candidate and Department Chair are outlined in Section 4.11.2.1 of the UTHSC Faculty Handbook. The number of letters of evaluation and source (external or internal) are dependent on rank with or without tenure evaluation.

#### **October**

- The COP collegiate academic officer sends the dossier for external review and instructions for the letters of peer evaluation as outlined in Section 4.11.2.1 of the UTHSC Faculty Handbook utilizing the COP's standardized letter.
- The Departmental Peer Review Group, as described within this Addendum UTHSC Faculty Handbook, is convened by the Chair of the Group who is appointed by the Department Chair.
- The Department Chair sends the candidate's dossier to the Chair of the Departmental Peer Review Group who will then distribute it to the members for review.

#### **November**

- The Department Chair sends the letters of peer evaluation to the Departmental Peer Review Group for their review before the Group acts on a candidate's application after confirmation that the letters have met all UTHSC requirements

#### **December**

- The Departmental Peer Review Group meets to review and vote anonymously on promotion and/or tenure applications and the Chair of the Group submits a report to the Department Chair.
- The Department Chair reviews the recommendations of the Departmental Peer Review Group and writes of a letter of evaluation and recommendation regarding the candidate's application for promotion and/or tenure. Refer to the "Department Chair Process" for additional information on the process to be followed based on the Department Chair's recommendation (See Appendix N – UTHSC Faculty Handbook).

### **January**

- If the Department Chair's evaluation is a positive recommendation for promotion and/or tenure, the Department Chair prepares a letter of nomination and forwards the following documents to the Dean, COP P&T Committee Chair and the collegiate academic officer serving as an *ex officio* member of the Committee: dossier, letters of peer-evaluation, Departmental Peer Review Group evaluation letter, Department Chair nomination letter, and UTHSC Form 5.
- The COP P&T Committee Chair convenes the Committee on one or more occasions to review the promotion and/or tenure documents and conduct a formal, anonymous vote on candidates' applications.

### **February**

- The Chair of the COP P&T Committee submits a letter of evaluation and UTHSC Form 5 to the Dean.
- The Dean submits a written recommendation to the UTHSC Chief Academic Officer by the end of February for any negative or controversial recommendations including UTHSC Form 5 and all attachments.

### **March**

- The Dean submits a written recommendation to the UTHSC Chief Academic Officer by mid-March for any positive or noncontroversial recommendations including UTHSC Form 5 and all attachments (see Faculty Evaluation Calendar for the exact due date: <https://academic.uthsc.edu/docs/Faculty-Evaluation-Calendar.pdf>).

### **Departmental Peer Review Groups – Composition and Review Process**

The Departmental Peer Review Group is advisory to the Department Chair. Members of the Departmental Peer Review Group shall be composed of full-time tenured and non-tenured faculty members holding rank(s) equivalent to or higher than the rank that the applicant seeks. Only tenured faculty shall review and be present for discussion of candidate dossiers and external letters of peer-evaluation for tenured faculty seeking promotion and tenure track faculty seeking promotion and/or tenure. The Departmental Peer Review Group will also review the Peer Review of Teaching Report for tenure track faculty seeking tenure. Both tenured and non-tenured faculty shall review non-tenure track candidate dossiers and external letters of peer-evaluation. Faculty serving on COP P&T Committee will not concurrently serve on the Departmental Peer Review Group, nor will they be present for the meeting of or participate in discussion by the Departmental Peer Review Group for their respective department.

A quorum shall be fifty percent (50%) of faculty eligible to vote on a given candidate. Anonymous votes of the Departmental Peer Review Group shall be cast after evaluating candidates for promotion and/or tenure according to COP Bylaws and relevant sections of the UTHSC Faculty Handbook. This includes evaluating all full-time and part-time faculty promotion candidates for promotion using the UTHSC promotion metric scoring system (a.k.a., Promotion Metric Matrix). A description and application of the Promotion Metric Matrix can be found at <https://academic.uthsc.edu/docs/Promotion-Metric-Description-Application-for-Form-10.pdf>.

Each individual faculty member shall compute a score utilizing the Promotion Metric Matrix. A final positive or negative recommendation shall be decided by a simple majority anonymous vote of those faculty members present. Votes shall also be cast for tenure candidates. The process for evaluation based on faculty appointment is summarized as follows:

- Affiliated, Volunteer: simple majority vote recorded; Promotion Metric Matrix is not used.
- Full-time and part-time, nontenure: Promotion Metric Matrix scores and simple majority vote recorded.
- Full-time, tenure track/tenured: Promotion Metric Matrix scores and simple majority vote recorded for promotion candidates; only a simple majority vote recorded for tenure candidates.

The Chair of the Departmental Peer Review Group shall submit a report for each candidate to the Department Chair. The report shall contain a list of the faculty peers in attendance, the majority and minority views (if relevant), summary votes for promotion and tenure candidates. For candidates for promotion, the report should include Promotion Metric Matrix score for promotion of full-time and part-time faculty candidates as determined by a majority vote of the Departmental Peer Review Group members.

### **Department Chair Process**

Depending on the recommendation, the Department Chairs shall prepare a recommendation or nomination letter to the Dean of the COP that includes the following:

1. Name of faculty member
2. Date of original appointment
3. Date of any prior appointment
4. Date on which the promotion and/or tenure would become effective, if endorsed
5. Faculty member's professional discipline or field
6. The recommendations (positive or negative) of the Departmental Peer Review Group, to include votes for promotion and tenure candidates (all faculty members) as well as the Promotion Metric Matrix scores for promotion candidates who are full-time and part-time faculty members.
7. Department Chair's recommendations, including examples of important and specific accomplishments in the UTHSC missions.

*Department Chair Actions for Faculty Seeking Promotion:*

Department Chair and Departmental Peer Review Group Positive Recommendation: the Department Chair prepares a nomination letter containing items above and sends it to the next level (Dean, COP P&T Committee Chair and the collegiate academic officer serving as an ex officio member of the Committee) with a copy to the promotion candidate at the same time.

Department Chair and Departmental Peer Review Group Negative Recommendation: the Department Chair does not prepare a letter to the Dean but instead must inform the candidate in writing of the decision, stating that the faculty member may appeal the negative decision to the Dean.

Department Chair Positive Recommendation/Departmental Peer Review Group Negative Recommendation: the Department Chair prepares the letter containing items above and sends to the next level (Dean, COP P&T Committee Chair and the collegiate academic officer serving as an ex officio member of the Committee) and submits a written explanation to the Departmental Peer Review Group of the reasons contrary to their recommendation with a copy to the promotion candidate at the same time.

Department Chair Negative Recommendation/Departmental Peer Review Group Positive

Recommendation: the Department Chair does not prepare a letter to the Dean but instead must inform the candidate in writing of the decision, stating that the faculty member may appeal the negative decision to the Dean. The Chair must also notify the Departmental Peer Review Group in writing of the reasons for a decision contrary to their recommendation.

*Departmental Chair Actions for Faculty Seeking Tenure:*

All tenure recommendations, whether positive or negative, must be reviewed by the Dean.

If the Department Chair and Departmental Peer Review Group Agree (whether positive or negative recommendation): the Department Chair prepares a letter containing the items above and submits it to the next level (Dean, COP P&T Committee Chair and the collegiate academic officer serving as an ex officio member of the Committee) with a copy to the tenure candidate and the departmental tenured faculty at the same time.

If the Department Chair and Departmental Peer Review Group Disagree: the Department Chair prepares a letter containing the items above and submits it to the next level (Dean, COP P&T Committee Chair and the collegiate academic officer serving as an ex officio member of the Committee) with a copy to the tenure candidate and the departmental tenured faculty at the same time. The reason(s) for the Department Chair's recommendation differing from that of the Departmental Peer Review Group must be noted and explained in the Department Chair's letter. In addition, the Departmental Chair must notify the Departmental Peer Review Group of the reasons for a decision contrary to their recommendation and provide them with a copy of the recommendation letter. The tenured faculty will thereafter meet again to consider whether a dissenting report should be developed and forwarded to the Chair of the COP P&T Committee.

**COP Promotion and Tenure Committee Review Process**

Prior to the meetings to act on promotion and/or tenure applications, the COP P&T Committee Chair must verify that all documents (dossier, appropriate number and contents of internal and external signed letters of evaluation, Departmental Peer Review Group evaluation letter, Department Chair nomination letter, and UTHSC Form 5) have been received from the Department Chair for each candidate. For tenure track faculty members being considered for the final probationary award of tenure, the COP P&T Committee must also receive the Peer Review of Teaching report.

Members of the COP P&T Committee shall cast anonymous votes after evaluating candidates for promotion and/or tenure according to the COP Bylaws. The COP Committee members shall also submit a score for all full-time and part-time faculty promotion candidates using the UTHSC Promotion Metric Matrix. This score shall be determined by a majority vote of the COP P&T Committee members. The UTHSC Promotion Metric Matrix is not used for affiliated or volunteer promotion candidates. A final positive or negative recommendation shall be decided by a simple majority vote of those committee members present. Votes shall also be cast for tenure candidates, but the Promotion Metric Matrix is not applicable. At least one committee member from each COP department shall be present prior to voting on any faculty candidate being considering for promotion and/or tenure.

The evaluation report of the P&T Committee for each candidate shall contain a list of the committee members in attendance, the majority and minority views (if relevant), summary votes for promotion and/or tenure for all promotion candidates, and a Promotion Metric Matrix score for full and part-time promotion candidates. This report shall be sent to the Dean and the Department Chair. UTHSC Form 5 including all attachments shall also be provided to the Dean for completion.

If the COP P&T Committee makes a negative decision regarding promotion and/or the award of tenure, the Department Chair will be informed in writing of the reasons for the recommendation. The Department Chair may appeal to the Dean before a decision at the College level is made.

### **Dean Review Process**

The COP P&T Committee is advisory to the Dean. For faculty members seeking promotion, the Dean will notify the Department Chair of positive recommendations in writing and forward his or her written recommendation, UTHSC Form 5 and all attachments to the UTHSC Chief Academic Officer with a copy to the promotion candidate at the same time. In the case of a negative recommendation by the Dean, the Dean will provide the faculty member and the Department Chair with written notice of that recommendation, stating that the faculty member may appeal the decision through the Faculty Senate (in accordance with provisions in the UTHSC Faculty Handbook). The Dean will forward his or her recommendation to the UTHSC Chief Academic Officer.

With respect to faculty members seeking the award of tenure, the Dean will notify the Department Chair for positive recommendations in writing and forward his or her recommendation, UTHSC Form 5 and all attachments to the UTHSC Chief Academic Officer with a copy to the tenure candidate at the same time. In the case of a negative recommendation by the Dean, the Dean will provide the faculty member and the Department Chair with written notice of that recommendation and also inform the faculty member of his or her rights to consult with the UTHSC Chief Academic Officer prior to or at the same time as the Dean forwards his or her recommendation to the UTHSC Chief Academic Officer.

### **UTHSC Administration Review**

The next step in the P&T process is review by the UTHSC Chief Academic Officer. After making an independent judgment, the Chief Academic Officer submits recommendations to the UTHSC Chancellor. The Chancellor then reviews recommendations and forwards positive recommendations for promotion and/or tenure to the President of the UT System. Positive decisions for promotion by the President are communicated to the UT Board of Trustees for their information. Positive decisions for tenure by the President are submitted to the UT Board of Trustees for their information and action in cases of early tenure or expedited tenure. It is highly unusual, but within policy, for the UT President or UT Board of Trustees to overturn a recommendation by the UTHSC Chancellor. Additional information on this process is described in the UTHSC Faculty Handbook.

### **Guidance on the Preparation of the P&T Dossier and Submission**

Dossiers for promotion and/tenure consideration should generally contain the following elements in the order below:

1. Cover sheet indicating the type of application (promotion and/or tenure); applicant's name, title, department, college and university; date of preparation.
2. Table of contents with page numbers for each of the underlined sections below.
3. Cover letter summarizing notable accomplishments within the UTHSC mission areas of education, research/scholarly activities, clinical care (if appropriate), and service/outreach. Percentage effort for each UTHSC mission area for the most recent 5 years or since appointment, whichever is less, with average values for each area should be included in the cover letter as a table. Within the cover letter, candidates may also provide their assessment of their score using the UTHSC Promotion Metric Matrix for each of the mission areas. The cover letter should be limited to 4 pages.
4. Current curriculum vitae in the required UTHSC format with the date of preparation. (See <https://academic.uthsc.edu/faculty/info.php>)

5. Narrative of teaching activities, including all education/course activities since appointment or last promotion, method of instruction and any innovations in teaching. Student course/instructor evaluations should be summarized for each individual course in table format rather than providing the complete evaluation reports from the evaluation system. Include a description of each class, a summary of the overall evaluation scores and any other necessary interpretation (i.e., scores from all campuses). Pertinent student comments should be included as well, but should be limited to no more than one page per course. Include any peer evaluation reports of observed teaching activities. (Note: Since appointment or the most recent 5 years, whichever is less, submit the full student evaluations of course/instructor from the evaluation system as Appendix A in the dossier. Peer review of teaching is required of all tenure candidates according to the prevailing COP and UTHSC guidelines.)
6. Narrative of recent research or scholarship activities including development of independent research programs, focus of research, and/or ongoing scholarly activities.
7. Table of grant and contract funding to include name of the project/grant/contract, funding agency/organization, faculty member's role/respective contribution (e.g., Principal Investigator, Co-Investigator, collaborator), funding period, and amount of the award since appointment or date of promotion.
8. Narrative of clinical care activities and examples of achievements and innovations, if applicable.
9. Narrative of service and outreach activities with examples of significant contributions (not simply a list from your curriculum vitae).
10. Most significant published papers (copies of 2 or less) since your last promotion or date of appointment.
11. Manuscript citation report SCOPUS and *h*-index) covering the years of your professional career or the limits of the reporting system.
12. Appendix A for the complete student evaluation reports of courses/instructors for the past five years or since appointment.
13. Appendix B for additional information that the candidate perceives would be helpful in the evaluation for promotion and/or tenure such as candidate-solicited letter of reference This Appendix is not required and should be utilized with careful consideration of the value to the evaluation process.
14. Appointment letters specifying percent effort in each of the UTHSC mission areas with salary information redacted for the past five years or since appointment. (Do not include in the dossier created for external reviewers.)
15. Annual Performance and Planning Reviews since appointment or last promotion in rank. (Do not include in the dossier created for external reviewers.)
16. Annual patient care setting evaluations, if applicable, for the past five years or since appointment. (Do not include in the dossier created for external reviewers.)

### **Media Format and Copies**

All dossier materials shall be submitted in an enduring electronic storage medium (e.g., flash drive) with scanned signature page of the cover letter. The dossier should be prepared as a single merged PDF document. Two versions of the dossier should be prepared and labeled accordingly: INTERNAL and EXTERNAL

Submit dossier materials electronically as two files on a flash drive to the Department Chair prior to or by the submission deadline. One file shall contain all dossier materials. The second file contains all dossier materials appropriate to send to external reviewers as noted above.

### **External Letters of Evaluation**

The process for identifying external reviewers by the candidate and Department Chair are outlined in Section 4.11.2.1 of the UTHSC Faculty Handbook. This process pertains to regular, part-time, affiliate and volunteer faculty candidates. The number of letters and evaluation and source (external or internal) are dependent on rank with or without tenure evaluation. The COP Chief Academic Officer sends the dossier for external review and instructions for the external letters of peer evaluation as outlined in Section 4.11.2.1 of the UTHSC Faculty Handbook utilizing the COP's standardized letter. Elements to be considered by the external reviewers as outlined in the UTHSC College of Pharmacy standardized letter on a scale of 1 to 10 (with 1 being very poor, 5 average and 10 exceptional) are as follows:

1. Academic progress
2. Quality of the candidate's publications or other creative works
3. Research abilities and creative achievements (e.g., grants, projects, publications, presentations)
4. Reputation or standing in the field
5. Potential for further growth and achievement
6. Abilities as an educator and teaching workload (includes continuing education and extramural presentations)
7. Service and outreach contributions to the profession, university and community
8. Abilities as a clinician in the designated practice area, if applicable
9. Comparison to others at the same stage of professional development

## **College of Pharmacy Tenure Track Faculty Peer Review of Teaching**

Peer review of teaching is required for all tenure candidates. The intent of the peer review of teaching is to foster and recognize excellence in teaching at The University of Tennessee Health Science Center College of Pharmacy. The peer review process should include observation of teaching, irrespective of the subject being taught, mode of course delivery, as well as other activities related to the assessment of teaching (e.g., teaching materials, syllabi, learning outcomes, and exam performance by the students).

**Identification of faculty and timing for peer review:** Peer reviews of teaching for two different sessions, preferably in the faculty member's primary teaching setting, are required for every tenure track faculty member applying for tenure. Each teaching session will be reviewed by one or two trained evaluators working independently. Peer review of teaching should typically occur during the second and fourth year of the probationary period prior to applying for tenure. Timing for these evaluations will be determined via discussion between the faculty member and the department chair. A faculty member may request that the department chair initiate a peer review of their teaching. The department chair may also request that peer review of teaching be conducted based on a determination that there is an issue with the faculty member's teaching performance; in such a case, the department chair shall provide a written rationale for additional peer review to the faculty member and the dean. The dean will make the final determination for additional peer review.

**Incorporation of the assessment in the faculty member's dossier and annual evaluation:** The peer review assessment should be included as part of the tenure track faculty member's next annual performance and planning review. If the initial peer review of teaching indicates the need for improvement by one or more evaluation scores of poor or fair performance, a formal improvement plan must be developed as part of the next annual review and a second peer review of teaching must be conducted prior to the final probationary review for tenure or for promotion to the next academic rank. Any faculty member who feels aggrieved by the peer review of teaching as applied to him or her may appeal through the provisions of Section 7 of the UTHSC faculty handbook.

**Selection of evaluators:** A minimum of two full-time faculty members of the College of Pharmacy with the rank of Associate Professor or Professor, regardless of tenure status, should be selected for the evaluation. The pool of potential evaluators will be identified by the Associate Dean of Academic Affairs in consultation with the department chairs. Evaluators will be selected from both the Department of Pharmaceutical Sciences (DPS) and Department of Clinical Pharmacy and Translational Science (DCPTS). The tenure track faculty member should submit a list of suggested potential evaluators from the list of trained faculty to the department chair. A discussion of potential evaluators with disclosure of a potential conflicts of interest with any members of the pool of faculty evaluators must occur between the faculty member and department chair prior to selection of evaluators for the peer review process. Faculty evaluators will be required to undergo a training program for evaluating teaching effectiveness by the Director of UTHSC Teaching and Learning Center prior to conducting their assessment.

**Teaching settings:** The faculty member, in consultation with the department chair, may select the teaching setting to be used for the evaluation and should be consistent with their teaching responsibilities with the college.

**Evaluation Process and Tools:** The assigned evaluators will also be expected to perform a pre-observation orientation, via email or in person, with the faculty member to ascertain what the faculty member intends to accomplish with the students during their educational session. Prior to the teaching session, the evaluators will be provided by the faculty member the objectives and teaching materials to review. The evaluators will complete the approved Peer Evaluation of Teaching form after observing the teaching. The evaluators will submit the form within 2 weeks of the evaluation to the Department Chair and Associate Dean for Academic Affairs. The Department Chair will review and share the evaluators' review with the tenure track faculty member and provide feedback.

Revision History of Criteria for Appointment, Promotion, and Award of Tenure and Annual Performance and Planning Review

April 19, 1999  
August 11, 2008  
October 12, 2010  
July 1, 2012  
September 22, 2014  
November 17, 2014  
January 12, 2015  
September 25, 2017  
December 18, 2019  
April 21, 2021