

The College of Veterinary Medicine
Faculty Bylaws

University of Tennessee

Approved by the Faculty: May 3, 2019
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Section 1

General Organization and Operation

1.1 Nature and Purpose

The College of Veterinary Medicine Faculty Bylaws is a document describing the rules adopted by an organization for governance of its members and the regulation of its affairs. Bylaws should embody its mission (purpose), values (principles), people, vision (concepts), and practice (daily decisions and deliberations in pursuit of the purpose and vision).

Bylaws determine (1) organizational structure, (2) along with state law and university policies, the rights of participants in the organization, and (3) procedures by which the rights can be exercised. Bylaws define the organization and how it functions and, therefore, are meant to serve and should fit the organization.

1.2 Name and Location

The University of Tennessee, College of Veterinary Medicine (hereafter UTCVM) is a member college in the Institute of Agriculture and is located at 2407 River Drive Knoxville, Tennessee 37996-4550.

1.3 Mission, Vision, and Core Values

The UTCVM mission is focused on advancing animal, human, and environmental health. The mission is accomplished through educating students in the art and science of veterinary medicine and related biomedical sciences, discovering and disseminating new knowledge to veterinarians and others, and providing exceptional veterinary care to animals. Through these acts, the UTCVM supports our stakeholders (e.g. alumni, veterinarians, producers, animal enthusiasts, Tennesseans, and others) through outreach activities and life-long learning.

The UTCVM vision is to create and sustain a college environment supportive of each individual's professional and personal growth, where all students, staff, and faculty are encouraged to expand their knowledge, to deliver exceptional service, and to enjoy life beyond the work environment.

The faculty values many things, but our core values include professionalism, quality, respect, inclusiveness, creativity, and commitment.

- **Professionalism.** Professionalism is our foundational value as it encompasses all values we strive to follow as members of the College of Veterinary Medicine. Professionalism applies to each of us as we carry out our daily responsibilities. We are compassionate, honest, responsible, loyal, respectful, confident, and continuously striving to improve.

- **Quality.** Quality is a characteristic, innate or acquired, that implies a high level of value or excellence. We strive to deliver high quality in our teaching, research, and service commitments.
- **Respect.** Respect means taking someone's feelings, needs, thoughts, ideas, wishes, and preferences into consideration and valuing their contributions to the college.
- **Inclusiveness.** Inclusive organizations are comprised of diverse individuals and value the perspective and contributions of everyone. We recognize, understand, and appreciate individual differences and strive to incorporate the needs and perspectives of all our people into the design and implementation of our programs.
- **Creativity.** Creativity is a phenomenon whereby something new and valuable is formed. We encourage and support the creation of new ideas and approaches to move our College and our profession forward.
- **Commitment.** Commitment is a quality that inspires individuals who make a promise to fulfill that promise. We are committed to creating and delivering high quality educational instruction for veterinary and graduate degree-seeking students, interns, residents, and graduate veterinarians; to providing exceptional healthcare; to treating clients and referring veterinarians with respect and dignity; and, to discovering and sharing new knowledge broadly for the benefit of animals, people, and the environment.

1.4 Meeting Rules of Order

Meetings of the UTCVM faculty membership to discuss and vote on issues of importance to the college will be conducted in accordance with [Robert's Rules of Order, Newly Revised](#) and any other future revisions of said document.

1.5 College Membership and Voting Privileges

Voting members of the college shall include all tenured, tenure track, and non-tenure track faculty with a greater than fifty percent appointment (>0.50 FTE) in the college. Others may be accepted/removed by a 2/3 majority vote of the college faculty.

1.6 Voting Procedures and Definitions

The procedures for conducting a vote by the membership may include voting in person at a meeting, collecting electronic votes, or collecting votes by paper ballot.

A *quorum* is defined as the minimum number of deliberative body members necessary to conduct the business of that body and/or to vote on issues before that body. Within the UTCVM, a quorum for conducting college business will be 25% of the voting membership. For UTCVM departments and committees, meeting quorums should be set that address the specific needs of the individual deliberative bodies.

A *simple majority* is defined as greater than 50% of the total number of participating voting members.

1.6.1 Conducting a Vote on College Issues

It is the duty of every eligible faculty member to participate in college meetings and to vote on issues presented.

In the UTCVM, a quorum for conducting a valid college vote will be the participation of at least 50% of the eligible voting faculty. Faculty who wish to abstain should do so at the time the vote is taken or on the paper/electronic ballot. Abstaining votes or ballots are counted toward achieving a necessary voting quorum.

In the case of a faculty vote conducted on college issues, a simple majority of the total votes cast will be necessary to pass an item.

1.7 Procedure for Adopting and Amending UTCVM Bylaws

These bylaws were adopted by the UTCVM faculty members in accordance with the University of Tennessee [Faculty Handbook](#) and the [University of Tennessee System Human Resources \(HR\) Policies and Procedures](#).

The University of Tennessee, College of Veterinary Medicine Faculty Bylaws will be adopted and amended by a vote of the eligible faculty. The vote will occur after two reviews or readings of the bylaws or bylaw amendment(s) at two different college faculty meetings or through electronic distribution to the membership, unless the requirement for a second reading or electronic submission is waived by a two-thirds majority vote of the faculty. Meetings must be announced at least five (5) working days prior to the actual meeting or the document distributed electronically at least ten (10) working days prior to the actual vote. **Adoption and amendment of college bylaws will be successful if supported by two-thirds of the voting members of the college.** Any UTCVM faculty member, eligible to vote, may submit a proposed amendment to the College Executive Committee. The Executive Committee will review the proposed amendment(s) for any conflict that might exist with the [Faculty Handbook](#), State laws, and other rules and regulations. Following review by the Executive Committee the proposed amendment will be distributed to the eligible faculty for review, discussed in a college-wide faculty meeting(s), and submitted for a vote as described in this paragraph.

The Executive Committee may make clerical corrections or formatting changes to these bylaws. Faculty must be informed of these changes via email notification or through a scheduled faculty meeting. If any member of the UTCVM faculty objects to the changes, the changes will be deemed withdrawn and must be subject to the procedures set forth above.

1.8 Standards of Conduct and Code of Ethics

Within the College of Veterinary Medicine and the University of Tennessee, faculty members treat colleagues, staff, students, and the wider communities beyond the university with respect and fairness. Faculty honesty with financial and personal matters is expected. The UTCVM faculty abide by the codes of conduct as stated in the University of Tennessee's [Hilltopics](#), [Faculty Handbook](#) (Chapter 2, Faculty Rights and Responsibilities; Chapter 5, Faculty Rights of Appeal), and the [University of Tennessee System HR Policies and Procedures](#), HR 0580 Code of Conduct. All faculty also abide by and support the policies and procedures set forth by the University of Tennessee's [Hilltopics](#), [University of Tennessee Institutional Animal Care and Use Committee](#), and the [UT Institutional Review Board Guide for Faculty, Staff and Students](#).

In addition, faculty of the UTCVM who hold a veterinary degree must abide by the [Veterinarian's Oath](#), the [Principles of Veterinary Medical Ethics of the American Veterinary Medical Association](#), and the [Rules of the Tennessee State Board of Veterinary Medical Examiners](#). Faculty also support and follow the guidelines for professional behavior as defined in the [UTCVM Professional Student Handbook](#).

1.8.1 Operational Authority

The College of Veterinary Medicine is subject to the rules and regulations of the State of Tennessee, the University of Tennessee, and the Institute of Agriculture. If any provision in this document is inconsistent with university policy or state and federal law or regulations, such provision shall be null and void.

Section 2

Faculty Responsibilities and Rights

Faculty in the college are expected to maintain high standards of professional competency in the areas of teaching, research, clinical service, and the scholarship/creative activity associated with each of these areas. The extent to which a faculty member is engaged in these activities will depend on the level and criteria of his/her appointment in the college.

The UT [Faculty Handbook](#) (Chapter 2, Faculty Rights and Responsibilities; Chapter 3, Appointment, Evaluation, Promotion, Tenure and Review for All Tenure-Track and Tenured Faculty), the [UTCVM Promotion and Tenure Guidelines](#) and the [University of Tennessee Board of Trustees Policies Governing Academic Freedom Responsibility and Tenure \(BT0006\)](#) assist faculty in classifying their activities at the university in ways consistent with college and university expectations regarding teaching, research, service, scholarship and creative activity.

2.1 Faculty Workload

The assigned workload, duties and effort allocation in teaching, research/scholarship/creative activity, service, and outreach of a full-time faculty member is determined annually by the department head in consultation with the faculty member with review and approval of the dean. Each member of the faculty is required to perform a reasonable and equitable amount of work each year ([Faculty Handbook](#), Chapter 3, Item 3.7, Faculty Duties and Workload).

2.2 Responsibilities

All faculty in UTCVM are responsible for supporting and contributing to the mission of the college (see Section 1, 1.3, Mission, Vision, and Core Values of these Bylaws).

2.2.1 Faculty Responsibilities in Teaching

Faculty teaching may involve undergraduate, graduate, and professional (DVM) students as well as clinical interns and residents in specialty programs.

All faculty in UTCVM are required to strive to be effective teachers and to continually improve as teachers. Faculty must set well-defined preclinical course and/or clinical clerkship expectations and learning objectives and be willing to facilitate and improve student learning by using various and appropriate pedagogical techniques. Faculty of the college are required to keep current in their subject and professional areas, and to participate in course design and continued curricular improvement and revisions. Faculty are required to use appropriate methods of student performance evaluation and, in association with the associate dean for academic affairs and the college assessment committee, facilitate student evaluation of instruction in each course they teach or coordinate. Faculty should utilize student and other instructional assessment data for continual course improvement.

Faculty teaching responsibilities are guided by the [UTCVM Promotion and Tenure Guidelines](#), and the [Faculty Handbook](#) (Chapter 2, Item 2.2.2, Teaching; Chapter 3, Item 3.2, Criteria for Appointment to Faculty Rank; Item 3.7, Faculty Duties and Workload).

Faculty may also consult the [UTCVM Guidelines for Effective Peer Review of Teaching](#) as a guide for teaching effectiveness and evaluation.

2.2.2 Faculty Responsibility in Scholarship and Creative Activity

Faculty members of UTCVM are required to develop and pursue scholarly activity. Faculty members make intellectual and creative contributions through the scholarship of discovery (new knowledge and research), application (service, outreach), integration (interdisciplinary research) and education/pedagogy (teaching and learning). Faculty contributions may come from, but are not limited to, traditional laboratory investigation, clinical studies, case studies, novel clinical practices, teaching practices, and instructional program development. The magnitude of responsibility in completing scholarly activities depends on the faculty member's criteria of appointment and is determined at the departmental level. In general, tenured, tenure track, and non-tenure track research faculty have the greatest expectation for extramural funding and publication of peer-reviewed research. Generally, non-tenure track clinical faculty have lesser expectations for securing extramural funding, but are expected to contribute to academic scholarship in either teaching, research or service.

Scholarly activity in the college generally conforms to three general criteria: a) novel contribution that impacts the discipline, b) systematic observation and collection of data and subsequent analysis, c) production of a product that is disseminated by publication and/or presentation in a professional forum including a peer review process that is prescribed by that forum. Faculty involvement in college governance shall be recognized by the promotion and tenure committee when deliberating the merits of scholarly productivity. Time and effort allocation for service on regular committees, ad hoc committees, task forces, and special assignments will be considered as mitigating activities when considering expected scholarly productivity.

Faculty may be guided in fulfilling responsibilities in scholarship/creative activity by the [Faculty Handbook](#) (Chapter 2, Item 2.2.1, The Importance of Scholarship; Item 2.2.3, Research/Scholarship/Creative Activity; Chapter 3, Item 3.2, Criteria for Appointment to Faculty Rank), [UTCVM Promotion and Tenure Guidelines](#), [University of Tennessee Board of Trustees Policies Governing Academic Freedom Responsibility and Tenure \(BT0006\)](#) and individual [Departmental Bylaws](#).

2.2.3 Faculty Responsibility in Clinical Service

Many faculty members in UTCVM will have appointments that include responsibility in providing clinical service. Clinical service includes not only services directly related to patient care and client interaction, but also to all diagnostic and support services involved in the delivery of quality healthcare services. The following section provides general guidelines for completing clinical responsibilities. Because of the unique nature of the

UTCVM and the individual services provided, departmental bylaws will address the specific nature of faculty responsibility in clinical service. The magnitude of responsibility in completing clinical activities depends on the faculty member's criteria of appointment and is determined at the departmental level.

A faculty member's clinical knowledge and expertise is critical to the education of veterinary students, interns, residents, graduate students, and para-professional staff. Faculty members, therefore, have a responsibility to keep abreast of current trends in the practice of veterinary medicine. Faculty members are expected to use many of the same criteria listed under Section 2, 2.2.1, Faculty Responsibilities in Teaching, to develop effective clinical teaching programs for students. In the clinical teaching program, faculty are responsible for the development and continual improvement of student learning through the use of appropriate and effective teaching methods and continual improvement of the clinical curriculum. Faculty are responsible for working with the Assessment Committee and the department head to facilitate student evaluation of clinical instruction and to use assessment information to improve teaching and learning. Faculty are responsible for using appropriate student evaluation methods in-line with the learning objectives for each clinical rotation.

A faculty member's clinical knowledge and expertise are also critical for the provision of quality, state-of-the-art, medical, surgical, and diagnostic services. Faculty with clinical responsibilities in the Veterinary Medical Center (VMC) are required to conform to its policies and procedures. The clinical program is a vital part of the teaching program as well as critical to the financial and infrastructure health of the entire college. A balance must be struck between teaching and business in the VMC. Faculty are expected to be fiscally responsible and good stewards of state resources at all times.

Clinical caseload is central to the success of the clinical teaching program and the continued health of the VMC. Faculty are expected to provide excellent customer relations (clients, referring veterinarians, general public, etc.) through good communication and interactions. Excellence in customer relations, fiscal responsibility and healthcare documentation are also important aspects of student teaching. Faculty responsibilities in clinical service apply to all tenured, tenure track, and non-tenure track faculty, and others (adjunct, part time, etc.).

In UTCVM, clinical service may occur with and without students. Clinical service without students is not considered under the teaching criteria of appointment, but strictly service. Clinical service must be differentiated from "service" used in the context of university documents to mean governance (committee work, leadership in public, private and professional organizations). Faculty responsibility in governance is covered in Section 2, 2.2.4, Faculty Responsibility in Governance.

Faculty may be guided in fulfilling their responsibilities in clinical teaching by the [UTCVM Promotion and Tenure Guidelines](#), the Veterinary Medical Center Policies and Procedures, and [Departmental Bylaws](#).

2.2.4 Faculty Responsibility in Governance

Faculty members of UTCVM are required to serve their college by participating in committee work and by attending college meetings. Shared governance is an important aspect of organizational development and faculty responsibility. The extent of expected governance responsibility depends on the faculty member's criteria of appointment and is determined at the departmental level. Duties performed by faculty who are program directors, leaders of clinical sections, directors of support services, or who have other leadership responsibilities, are also important service activities.

Faculty are also encouraged to participate in other types of professional service, including service to their professional discipline and leadership in appropriate public, private, professional and governmental organizations. Faculty may also participate in service by providing expertise to organizations and community groups and by creating beneficial links between the college and the community.

Faculty may be guided in fulfilling their responsibility in governance by the [Faculty Handbook](#) (Chapter 1, Item 1.7, Shared Governance; Item 1.9, Faculty Role in Selection and Evaluation of University Administrators; Item 1.10, Faculty Role in Budget Making; Chapter 2, Item 2.2.5, Professional Conduct; Chapter 3, Appointment, Evaluation, Promotion, Tenure and Review for All Tenure-track and Tenured Faculty), [UTCVM Promotion and Tenure Guidelines](#), and [Departmental Bylaws](#).

2.3 Faculty Rights in Governance

College business is conducted with an expectation for faculty involvement. Some college matters will require Executive Committee level and above decisions without college-wide discussion, however faculty input should be sought and considered when appropriate. College matters requiring a faculty vote include major curriculum changes (e.g., change in length of preclinical vs. clinical training, change to program tracking [large animal, small animal, mixed animal, etc.], changes in assessment), promotion and tenure guideline changes, and changes to college bylaws. Faculty members have the right to bring forth other issues to be considered for a faculty vote. Such requests should be sent to the current faculty senate caucus chair for discussion with faculty senators. If a simple majority of faculty senators are in support of the request, a recommendation will be sent to the Executive Committee.

Section 3

Faculty Appointment

3.1 Tenured and Tenure Track Faculty

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 the tenured faculty and department head, dean, and chief academic officer.

Tenure track faculty careers may begin by appointment of the faculty member as a tenure track assistant professor, associate professor, or professor. A tenure track assistant professor will have a probationary period for up to seven years, during which the faculty member is evaluated for tenure and promotion to associate professor with tenure. Tenured associate professors may be considered for promotion to professor after at least five years in rank as an associate professor. A sufficient level of accomplishment must be achieved to warrant promotion to professor. All faculty members have annual reviews including appropriate reviews for promotion and tenure. For details and exceptions please refer to the [Faculty Handbook](#), [UTCVM Promotion and Tenure Guidelines](#), and the [University of Tennessee Board of Trustees Policies Governing Academic Freedom Responsibility and Tenure \(BT0006\)](#).

3.1.1 Appointment to Tenure Track Positions

Search Process for New Faculty

- 1) After obtaining an authorization to search from the UTK Office for Equity and Diversity, the department head, in consultation with the faculty, appoints a search committee. Department bylaws determine appropriate search committee representation. The search committee recommends the applicant pool, identifies candidates to be considered for interviews, conducts the interview process, and solicits comments and a judgment of acceptable or unacceptable for each candidate from tenured, tenure track, and non-tenure track faculty, clinical interns and residents, staff, and often students before reporting their findings to the department head. The department head recommends a candidate to the dean, who makes a recommendation to the chief academic officer.
- 2) Following the decision to recommend appointment, the department head will informally discuss rank, salary, and other terms with the candidate.
- 3) Written notification of appointment is made by joint letter from the department head, dean, and chief academic officer. The appointment letter includes rank, salary, year of tenure decision, general duties, and expectations.
- 4) The department head, with consultation of the faculty, should draft the letter of expectations and responsibilities for each new faculty member. This letter will specify, in detail, the expectations of and goals for the new tenure track faculty member for at least his/her probationary period. The letter should also indicate that the criteria of appointment can change based on either faculty or departmental needs and directions. When this happens, the change should be verbally discussed with the

- tenure track faculty member as well as documented in writing. The letter of expectations and responsibilities will be part of the basis for evaluation of promotion progress and awarding of tenure.
- 5) Written acceptance of the appointment letter and terms along with completion of university employment forms completes the appointment.

The change from a tenure track faculty position to a non-tenure track position is not normally allowed in the UTCVM except under unique circumstances. Such requests will be reviewed by the department head, dean, and chancellor.

Additional guiding documents addressing faculty appointment may be found in the [Faculty Handbook](#), [UTK Office of Equity and Diversity Affirmative Action, Diversity, and Compliance Plans](#), [UT Procedures for Conducting an Upper Level Search](#), and the [University of Tennessee System HR Policies and Procedures](#).

3.1.2 Faculty with Existing Non-Tenure Track Appointments

If a non-tenure track faculty member requests a change to a tenure track position, the department head, in consultation with departmental tenured and tenure track faculty, will evaluate the request. If it is decided that the change will benefit the needs of the department and the college, the department head will initiate the search procedures described for a tenure track position. The non-tenure track faculty member should then apply as a potential candidate for the tenure track position. Although the non-tenure track faculty member already occupies this position, this occupancy does not assure his/her appointment to the new tenure track position.

3.1.3 Criteria for Appointment to Faculty Rank

All faculty appointed as tenured and tenure track faculty are expected to contribute to the missions of the college in teaching, service, research/scholarship/creative activity and outreach. While the university provides the general scope of performance in a particular rank, the specific requirements of the different faculty ranks are a function of the discipline and are defined by the faculty of the department in which the appointment resides. The exact effort allocation in teaching, service, research/scholarship/creative activity, and outreach is dependent on the skills of the faculty member and the needs of the department and college. All tenure track faculty are expected to pursue and maintain excellence in research/scholarship/creative activity.

3.1.4 General Criteria of Appointment

The general criteria of appointment to rank for tenured and tenure track faculty in the UTCVM are the same as those provided in the [Faculty Handbook](#) (Chapter 3, Item 3.2, Criteria for Appointment to Faculty Rank).

The criteria of appointment of all newly appointed tenure track faculty in the UTCVM will be determined by the faculty and head of the primary department of appointment in-line with the needs and direction of that department or unit.

Appointments in the UTCVM are classified as full-time, 12-month appointments, unless justification for a reduced appointment percentage is approved by the department head, dean and chancellor.

3.2 Non-Tenure Track Faculty

3.2.1 Rights and Responsibilities of Non-Tenure Track Faculty

Non-tenure track faculty will have responsibilities in teaching, research, or service or any combination thereof depending on departmental or college needs. Non-tenure track faculty in the UTCVM are expected to maintain high levels of professional competency in their primary areas of appointment: teaching, research, clinical service, and the scholarship/creative activity associated with each of these areas. The extent to which a faculty member is engaged in these activities will depend on the level and criteria of his/her appointment in the college. Non-tenure track faculty in the UTCVM are responsible for supporting and contributing to the college mission and are afforded the same rights and privileges of tenured and tenure track faculty except for voting on matters of tenure (Section 4, 4.1.2.4, Evaluation of Tenure Track Faculty).

3.2.2 Non-Tenure Track Faculty Responsibilities in Teaching

Non-tenure track faculty in UTCVM have the same general responsibilities in teaching as tenured and tenure track faculty (Section 2, 2.2.1, Faculty Responsibilities in Teaching; Section 2, 2.2.3, Faculty Responsibility in Clinical Service). They should strive to be effective teachers and to continually improve as teachers, to keep current in their subject and professional areas, and to participate in continual curricular improvement. Non-tenure track faculty are expected to facilitate student and peer assessment of instruction and to use the assessment data for continual improvement of teaching effectiveness. In the UTCVM, teaching responsibilities may also include teaching residents and interns, graduate students, and para-professional staff in the clinical setting.

Non-tenure track faculty having a teaching appointment in clinic service have a responsibility to keep abreast of current trends in the practice of veterinary medicine, to develop effective clinical teaching programs for students, to develop and continually improve student learning and the clinical learning environment through the use of appropriate and effective teaching methods, and to continually improve the clinical curriculum. Faculty are responsible for working with the department head to facilitate student evaluation of clinical instruction and for using assessment information to improve teaching and learning. Faculty assigned to didactic/laboratory teaching are responsible for keeping abreast of current best practices in teaching and student learning in these settings. Faculty are responsible for using appropriate student evaluation methods in-line with the learning objectives for each clinical rotation.

3.2.3 Non-Tenure Track Faculty Responsibilities in Clinical Service

Some non-tenure track faculty members in UTCVM will have appointments that include responsibility to provide clinical service. Clinical service includes not only services directly related to patient care and client interaction, but also to diagnostic and support services involved in the delivery of quality healthcare services. The magnitude of responsibility in completing clinical activities depends on the faculty member's criteria of appointment.

A non-tenure track faculty member's clinical knowledge and expertise is critical for the provision of quality, state-of-the-art, medical, surgical, and diagnostic services. Faculty with clinical responsibilities in the VMC are required to conform to its policies and procedures. The clinical program is important to the financial and infrastructure health of the entire college. A balance must be struck between teaching and business in the VMC. Faculty are expected to be fiscally responsible and good stewards of state resources at all times.

Clinical caseload is central to the success of the clinical teaching program and the continued health of the VMC. Faculty are expected to exhibit excellent customer relations (clients, referring veterinarians, general public, etc.) through good communication and interactions. Excellence in customer relations, fiscal responsibility, and healthcare documentation are also important aspects of student learning.

In the UTCVM, clinical service may occur with and without students. Clinical service without students is not considered under the teaching criteria of appointment, but strictly under service. Clinical service must be differentiated from "service" used in the context of university documents to mean governance (committee work, leadership in public, private, and professional organizations). Faculty responsibility in governance is covered in Section 2, 2.2.4, Faculty Responsibility in Governance.

3.2.4 Non-Tenure Track Faculty Responsibilities in Research

Non-tenure track faculty with effort allocation primarily in research have a responsibility to initiate independent research activities, obtain external funding, develop and sustain their research efforts and fulfill the requirements for scholarship and creative activity as provided in Section 2, 2.2.2, Faculty Responsibility in Scholarship and Creative Activity. The specific allocation of time and expected level of performance in research will be determined at the department level and provided to the non-tenure track faculty member in the letter of expectations and responsibilities identical to that defined for tenure track positions (Section 3, 3.1.1, Appointment to Tenure Track Positions).

3.2.5 Non-Tenure Track Faculty Responsibilities in Scholarship/Creative Activity

[UTCVM Promotion and Tenure Guidelines](#) indicate that a candidate for promotion should have scholarly achievements consistent with their effort allocation. Non-tenure track faculty are expected to demonstrate distinctive achievement(s) in their area(s) of assignment which may or may not include an effort allocation for research. Non-tenure track clinical faculty

may demonstrate creative achievement through development of new services, introduction of new teaching methods, and establishing new courses and laboratory exercises. Scholarship can be recognized through writing and publishing peer-reviewed materials (e.g. journal articles, published abstracts, white papers, proceedings manuscripts).

3.2.6 Non-Tenure Track Faculty Governance Responsibilities

Non-tenure track faculty members of the UTCVM are required to serve their college by participating in committee work and by attending college meetings. Shared governance is an important aspect of organizational development and faculty responsibility. The extent of responsibility in governance activities depends on the faculty member's criteria of appointment and is determined at the departmental level.

Faculty are also encouraged to participate in other types of professional service including service to their professional discipline and leadership in appropriate public, private, professional, and governmental organizations. Faculty may also participate in service by providing expertise to organizations and community groups and by creating beneficial links between the college and the community.

3.2.7 Non-Tenure Track Faculty Appointment

Non-tenure track faculty appointments in most cases will follow a thorough external search and selection process as for tenure track appointments (Section 3, 3.1.1, Appointment to Tenure Track Positions), subject to provisions in the [Faculty Handbook](#), Chapter 4, Non-Tenure Track Faculty and [Departmental Bylaws](#). In cases of non-tenure track appointments fully funded by grants, the principal investigator provides the search committee with the position description and required candidate qualifications and the committee then functions on behalf of the principal investigator to identify acceptable and unacceptable candidates. The principal investigator then works together with the department head to recommend a candidate to the dean.

Exceptions to search may be granted by the Office of Equity and Diversity ([Office of Equity and Diversity Search Forms, Limited or Exempted Search Requirements](#)) when there is an immediate need for providing teaching and/or service or in the case of non-tenure track positions funded by grants. In these instances, candidates will be reviewed by all departmental faculty members. The subsequent departmental faculty vote and recommendation to the department head and higher administration will be conducted as in Section 3, 3.1.1, Appointment to Tenure Track Positions.

Non-tenure track faculty appointments:

1. Faculty in entry level non-tenure track positions (clinical instructor and clinical/research assistant professor) in the UTCVM have a one year, renewable appointment subject to availability of funds and performance. As faculty are promoted to clinical/research associate professor and clinical/research professor,

- the employment appointments are typically increased to rolling 3- and 5-year contracts, respectively.
2. Non-tenure track faculty appointments in the UTCVM fall into three general categories:
 - a) appointments with anticipated ongoing renewal.
 - b) research appointments funded by and limited by the duration of extramural grants.
 - c) appointments for a specific period of one year or less.
 3. Candidates receive appropriate notification of appointment as described in Section 3, 3.1.1, Appointment to Tenure Track Positions, including a letter of appointment and a letter of expectations and responsibilities. Appointment letters for non-tenure track faculty will include specific information of the terms of their appointment including anticipated renewal or non-renewal status and timeline. Written acceptance of the appointment letter and terms along with completion of university employment forms completes the appointment.
 4. Non-tenure track faculty enjoy the same academic freedom as tenured and tenure track faculty.
 5. Non-tenure track faculty have the opportunity to participate in departmental/college governance according to the [Departmental Bylaws](#).

3.2.8 Appointment and Rank of Non-Tenure Track Faculty

Appointment and rank for non-tenure track faculty in the UTCVM will depend on the effort allocation in teaching, clinical service, and research and the academic record and experience of the candidate. According to the [Faculty Handbook](#) the following titles or ranks are described for non-tenure track faculty.

1. Non-tenure track teaching faculty: Instructor, lecturer, distinguished lecturer, adjunct faculty, visiting faculty.
2. Non-tenure track research faculty: Research assistant professor, research associate professor, research professor, adjunct research faculty, visiting research faculty.
3. Non-tenure track clinical faculty: Clinical instructor, clinical assistant professor, clinical associate professor, clinical professor, adjunct clinical faculty, visiting clinical faculty.

In the UTCVM, a non-tenure track faculty member with a 100% effort in teaching, research or clinical service would not be expected to provide effort in either of the other two areas. However, in most cases, non-tenure track faculty will have effort allocation in more than one area, e.g., clinical service and teaching, research and teaching, or clinical service and research. The criteria of appointment will be commensurate with the faculty member's effort in one or more of the areas of teaching, clinical service, and research. For non-tenure track faculty with allocation in more than one area, the degree of performance and criteria for appointment to rank will combine the qualifications from the assigned areas and each qualification will be weighted according to percent effort. For example, a faculty member with effort allocation in clinical service and teaching will be able to advance in rank by

fulfilling the scholarly expectations in teaching and in clinical service. Specific expectations should be provided to the faculty member in a letter of expectations and responsibilities upon his/her initial appointment.

Non-tenure track teaching faculty should hold a degree appropriate to their discipline or its professional equivalent and should demonstrate sound teaching skills as described in Section 3, 3.2.2, Non-Tenure Track Faculty Responsibilities in Teaching. Faculty should continue to improve as a teacher and strive for excellence in teaching to be considered for promotion. Metrics used to assess excellence include but are not limited to student evaluation of teaching, peer evaluation of teaching, external evaluation of teaching, and awards and accolades documenting recognition of teaching excellence.

Non-tenure track research faculty should have completed a doctoral degree or terminal degree appropriate to the field and demonstrate an ability to initiate independent research and obtain external funding. For promotion, faculty should demonstrate continuous improvement and contribution in research and creative activity through grants and contracts and ultimately have an outstanding research/creative activity record. Metrics by which these are documented include but are not limited to submission of extramural grants, grants awarded, research abstracts presented, and number of peer-reviewed scientific manuscripts published.

For each rank, the faculty member should have demonstrated accomplishments and qualifications consistent with those for appointment at that specific rank ([Faculty Handbook](#), Chapter 3, Item 3.2, Criteria for Appointment to Faculty Rank).

Non-tenure track clinical faculty should have completed a doctoral or terminal degree appropriate to the field. For promotion to advanced ranks, faculty should demonstrate distinctive achievement(s) in their area(s) of assignment(s). Faculty with clinical service and teaching assignments must demonstrate teaching ability and develop teaching skills consistent with those for appointment to a specific rank. Faculty with a clinical appointment should also fulfill the responsibilities described in Section 3, 3.2.3, Non-Tenure Track Faculty Responsibilities in Clinical Service, of this document.

3.3 Special Faculty Titles

3.3.1 Endowed Chairs and Professors

The college may receive endowments to fund positions. Nominations for these positions are made on the basis of the terms set by the endowment ([Faculty Handbook](#), Chapter 3, Item 3.4, Special Faculty Titles).

Distinguished Professors – Faculty at the rank of professor displaying an exceptional record of teaching, service, and research or creativity.

University Distinguished Research Professor – Awarded to faculty at the rank of professor who have displayed an exceptional record in research.

University or Institute Professor – Awarded to a faculty member who has attained the rank of professor and has displayed an exceptional record in academic accomplishments associated with the University of Tennessee, Knoxville or Institute of Agriculture, respectively.

Emeritus or Emerita – Upon recommendation of the department head, dean, and chief academic officer, faculty who are associate professors or professors at the time of retirement may be awarded the rank of emeritus (emerita) at the discretion of the chancellor ([Faculty Handbook](#), Chapter 3, Item 3.2.1, Rank of Emeritus or Emerita).

3.3.2 *Joint Appointments* ([Faculty Handbook](#), Chapter 3, Item 3.5, Joint and Intercampus Appointments)

- 1) Involve participation in two or more departments.
- 2) The “home department” is the primary department with which a faculty member is affiliated. This department handles all matters such as salary, promotion, etc.
- 3) The home department head should consult with the head(s) of the joint appointment unit(s) involving matters associated with the appointment, effort allocation, evaluation, and performance.
- 4) The original appointment letter should specify the home department, administrative reporting relationships, and peer groups to be consulted for tenure and promotion recommendations.

3.3.3 *Adjunct Faculty, Visiting Faculty, and Visiting Scholars*

3.3.3.1 *Adjunct Faculty*

Adjunct faculty are those individuals who provide uncompensated or part-time compensated service to the teaching, research, or clinical service programs of the college. The following is a summary of the adjunct faculty appointment process:

- 1) Letters of appointment will be issued by the dean to the adjunct faculty after a successful vote by the departmental faculty, recommendation of the department head, and approval of the Executive Committee.
- 2) Professional credentials and/or a terminal degree are required for appointment to various ranks within the college.
- 3) Adjunct faculty may serve on graduate committees, serve as program directors, supervise clinical experiences, and assume other responsibilities consistent with departmental/college policies.
- 4) Adjunct faculty may be appointed at the rank of adjunct lecturer, instructor, assistant professor, associate professor, or professor.
- 5) Adjunct appointments are routinely made for a duration of one year (never more than 20 months) and are scheduled to end June 30 unless renewed. Adjunct faculty reappointments are made through favorable recommendation of the department faculty, department head, and College Executive Committee and are typically considered in the spring semester prior to the expiration of the current appointment.

Uncompensated adjunct faculty are not university employees, but they are subject to certain university policies as a condition of receiving the adjunct title. These policies include non-discrimination, [UT Research Policy on Misconduct in Research and Service \(BT0010\)](#), [University of Tennessee System HR Policies and Procedures](#), and [Statement of Policy on Patents, Copyrights and Other Intellectual Property](#).

3.3.3.2 *Visiting Faculty*

Visiting faculty carry out teaching, research, and/or service responsibilities in an academic department. Professional credentials and/or a terminal degree are required for appointment of visiting faculty. The appointment rank may be the same as that held at the visiting faculty member's home institution. Visiting faculty may not participate in college or departmental governance and are not subject to annual performance reviews. Normally, appointments do not exceed 12 months in length. Visiting faculty, as with all other faculty appointments, will be issued a letter of appointment by the dean.

3.3.3.3 *Visiting Scholars*

Visiting scholars carry out research or scholarly activities associated with an academic department. Visiting scholars must have a faculty sponsor and professional credentials appropriate to the defined appointment activity. Visiting scholars may not participate in college or departmental governance and are not subject to annual performance reviews. Normally appointments do not exceed 6 months. Visiting scholars will be issued a letter of appointment by the department head for the department in which the sponsoring faculty member is assigned.

Section 4

Faculty Evaluation

4.1 Faculty Review and Evaluation

4.1.1 Annual Evaluation

All tenured, tenure track, and non-tenure track faculty in the UTCVM receive an annual performance review. The purpose of the faculty annual performance review is to provide constructive feedback to guide the individual's professional development and support the programs of the department, college, and institute. The results of the annual faculty evaluation will be used for multiple purposes including retention, tenure track progress review, promotion, merit awards, post tenure review, and updating of professional development plans. Specific goals of the annual performance review are stated in the [Faculty Handbook](#) (Chapter 3, Item 3.8.1, Annual Performance and Planning Review).

Materials that must be submitted by faculty for annual evaluation are detailed in departmental bylaws and will include: 1) current, updated curriculum vitae; 2) completed effort allocation file; 3) individual student teaching evaluations; 4) most recent peer-teaching evaluation; and 5) self-assessment of accomplishments and goals for the upcoming calendar year. During the performance evaluation, a discussion regarding accomplishments of previous goals and establishment of new goals will occur. New goals consistent with departmental and college mission and goals will be finalized.

Specific performance standards must:

- 1) Be clearly written relative to the supervisor's expectations for the year.
- 2) Have measurable outputs/outcomes.
- 3) Be related to the key position description duties.
- 4) Be related to the unit's strategic goals.

The performance review process will be carried out utilizing a mechanism approved by the college and will result in a narrative and evaluation signed by the department head and faculty member. The faculty member's signature indicates that s/he has received a copy of the evaluation. The faculty member has the right to submit a written response. The narrative and evaluation will become a part of the evaluation and copies are forwarded to the college dean and the signature page is sent to Human Resources.

Evaluation of faculty for promotion, tenure, retention, and merit will be based on teaching, service, scholarship/creative activity, research accomplishments and outreach weighted according to effort allocation. Faculty should consult the [Faculty Handbook](#) (Chapter 3, Item 3.8, Faculty Review and Evaluation; Item 3.9, Salary; Item 3.10, Promotion; Item 3.11, Tenure), the [UTCVM Promotion and Tenure Guidelines](#), [UTCVM Guidelines for Effective Peer Review of Teaching](#) and [Departmental Bylaws](#) for specific information on evaluation of teaching, service, scholarship/creative activities, research, and outreach.

4.1.2 *Tenure Track Faculty*

Tenure is the principle that entitles a faculty member to the continuation of his/her annual appointment until relinquished or forfeited or until termination for adequate cause, financial exigency, or academic program discontinuance. The burden of proof that tenure should be awarded rests with the faculty member. Once tenure is awarded the burden of proof concerning the faculty member's continuing appointment shifts from the faculty member to the university. Appointment to a tenure track position is covered in Section 3, 3.1.1 of this document. Tenure at the University of Tennessee, Knoxville is granted in a particular academic unit in a position appropriate to the faculty member's qualifications. A faculty mentor or mentor committee should be assigned to each tenure track faculty member.

The Board of Trustee's policy governs tenure at the University of Tennessee and its colleges. Each campus is required to implement the Board's policy on tenure and the policy allows each campus to adopt more specific provisions with respect to certain tenure matters.

The following is a general review of the tenure process within the UTCVM. Specific process-related information can be found in the [Faculty Handbook](#) (Chapter 3, Item 3.11, Tenure). For guidelines on the specific criteria for awarding tenure, faculty should refer to the above mentioned documents as well as the [UTCVM Promotion and Tenure Guidelines](#) and individual [Departmental Bylaws](#).

4.1.2.1 *Eligibility*

Eligibility for tenure includes the following minimum standards: only regular, full-time, tenure track appointments at the rank of assistant professor, associate professor or professor are eligible for tenure. An assistant professor in the UTCVM normally will not be considered for tenure until s/he is eligible for promotion to associate professor. Term, part-time, temporary faculty and faculty pursuing degrees are not eligible for tenure consideration.

4.1.2.2 *Criteria for Awarding Tenure*

Tenure is awarded after a thorough review resulting in the college and university acknowledging a reasonable presumption of the faculty member's professional excellence and evidence of the likelihood that the excellence will continue substantially over a considerable period of time in support of the mission and anticipated needs of the academic unit in which tenure is granted. It is the responsibility of the departments and college to define professional excellence in terms of their respective disciplines.

In the UTCVM, detailed criteria for awarding tenure are contained in the [UTCVM Promotion and Tenure Guidelines](#). Tenure track faculty are expected to demonstrate distinctive (i.e., innovative, creative, effective) achievements in research, teaching and service commensurate with their effort allocation. Although tenured and tenure track faculty

may have appointments weighted toward teaching and/or clinical service, all tenured and tenure track faculty are expected to conduct research and regularly publish the results of those pursuits in peer-reviewed journals or other similar, widely distributed, peer-reviewed formats.

Each academic unit in the college may also establish additional specific criteria for tenure in that unit. After approval by the dean and chief academic officer, these criteria shall be published in the bylaws of the academic unit.

4.1.2.3 Tenure Probationary Period

Length of the probationary period

- 1) Tenure track faculty must serve a probationary period, no less than one and no more than seven years.
- 2) Time served at another university in a tenure track position may be considered toward fulfilling the total probationary period at the UTCVM.
- 3) The original appointment letter will state the faculty member's probationary length and academic year in which s/he must be considered for tenure.
- 4) The college/university and faculty member may agree in writing to extend the seven year period for a maximum of two years, if good cause is demonstrated. The extension must be submitted and approved by the dean and chancellor as early as possible, but no later than the deadline for submission of the faculty member's promotion and tenure dossier to the departmental review committee.

4.1.2.4 Evaluation of Tenure Track Faculty

Tenure track faculty are required to have three types of evaluations during their tenure probationary period: 1) annual performance evaluation, 2) annual retention review, and 3) a mid-cycle promotion and tenure performance review.

- Annual Performance Evaluation:

The annual performance evaluation of tenure track faculty is conducted as described in 4.1.1 in this document.

- Annual Retention Review:

The annual retention review is conducted by all departmental faculty (tenured, tenure track, and non-tenure track) above the rank of the faculty member under review using the following guidelines:

- 1) The annual retention review will be overseen by the department head. The head shall notify the tenure track faculty members, well in advance, when the retention review will occur so they can prepare their materials, as stipulated for annual evaluation (Section 4, 4.1.1).

- 2) The departmental faculty of higher rank will review materials and meet to discuss accomplishments and progress toward promotion and tenure, providing written comments and recommendations for the probationary faculty member.
- 3) The faculty will then take a formal retention vote. Persons are excluded from voting on their own promotion or tenure recommendations. Faculty members currently or previously related by family or marriage, or who have or have had a romantic relationship which would make it impossible to make an unbiased recommendation, shall not be involved in retention, promotion, and tenure discussions or recommendations affecting that faculty member.

Department head, college, and university responsibilities:

- 1) The department head conducts an independent retention review considering the faculty report and retention vote and other information which s/he develops.
- 2) The department head makes a written recommendation to the dean of retention or non-retention and an evaluation using the ratings of “unsatisfactory” to “exceeds expectations.” The report shall include the report developed by the faculty and the recorded retention vote.
- 3) The department head provides the faculty member with a copy of his/her retention recommendation and other materials submitted to the dean.
- 4) The dean makes an independent judgment on retention and forwards his/her recommendation to the chancellor who makes the final decision of retention or non-retention.
- 5) If the retention decision is positive, the department head will notify the faculty member in writing. If the retention review is negative the dean of the college will notify the faculty member in writing in accordance with the notice requirements described in the UT [Faculty Handbook](#) (Chapter 3, Item 3.11.4.4, Notice of Non-Renewal).

- Mid-Cycle Promotion and Tenure Performance Review:

The mid-cycle promotion and tenure performance review occurs during the spring semester of the tenure track faculty member’s third year of employment. The mid-cycle performance review is not a retention review, but is rather an assessment of the faculty member’s cumulative performance, reflecting his/her progress toward satisfying the requirements for promotion and tenure. The review documents are assembled by the tenure track faculty member and include documents expected within the candidate’s future promotion and tenure dossier (i.e., faculty activity reports, teaching evaluations, annual retention reports, publications, teaching materials, teaching/research/service professional philosophies, work in progress, service, and other materials requested or desired as outlined in the Faculty Handbook Appendix, Assembly of the Tenure and/or Promotion Dossier). The prepared dossier is submitted to the college Promotion and Tenure Committee, which provides an assessment of the dossier and whether the tenure track faculty member is on a solid path toward successful promotion and tenure and offers suggestions/advice on how to advance their credentials for future successful review. The dean similarly reviews the candidate’s materials as well as the Promotion and Tenure Committee’s assessment, and provides

his/her independent review and assessment to the department head and candidate. Copies of all materials are shared with the chancellor for his/her awareness and input, as needed.

4.1.2.5 Procedures for Consideration/Granting of Tenure

Each college and department may adopt its own procedures for the consideration and granting of tenure. The procedures must be consistent with those outlined in the [Faculty Handbook](#) (Chapter 3, Item 3.11.6, Procedures for Consideration and Grant of Tenure) and the [University of Tennessee Board of Trustees Policies Governing Academic Freedom Responsibility and Tenure \(BT0006\)](#).

4.1.3 Non-Tenure Track Faculty Evaluation and Renewal of Appointment

4.1.3.1 Annual Performance Evaluation

Non-tenure track faculty are subject to annual performance evaluation appropriate to the position. Annual performance evaluations will be conducted as described under tenure and tenure track faculty with a written record maintained in departmental and human resource files (Section 4, 4.1.2.4, Evaluation of Tenure Track Faculty). Non-tenure track faculty will be reviewed annually by the tenured, tenure track, and non-tenure track faculty of higher rank in consultation with the department head and in accordance with Departmental Bylaws. Faculty with non-tenure track appointments fully funded through grants will be evaluated by the principal investigator who presents his/her evaluation to the tenured, tenure track, and non-tenure track faculty of higher rank and to the department head. Based on the annual evaluation and faculty review, the department head will make a recommendation of renewal or termination to the dean of the college. Annual performance evaluations will be done at least 2 months prior to the anticipated renewal or termination date. Non-tenure track faculty will receive written notification of renewal or termination in a letter from the college dean. Record of renewal or termination will be retained in the department and college and results of the evaluation reported to the chancellor. In the case of termination, the faculty member should be notified as soon as possible after a decision to terminate is made.

4.1.3.2. Mid-Cycle Promotion Review

In contrast to tenure track assistant professors, non-tenure track clinical/research assistant professors are not required, but rather are strongly encouraged to undergo mid-cycle promotion review. Procedures are identical to those described for tenure track assistant professors (Section 4, 4.1.2.4, Evaluation of Tenure Track Faculty).

4.2 Promotion

The criteria for promotion to a rank are the same as those for the initial appointment to that rank, as described in the [Faculty Handbook](#). Assistant professors will usually be considered for promotion to associate professors at the time they are considered for tenure. Associate professors typically serve at least five years in rank before consideration of promotion to professor.

Annual performance reviews are the basis of the cumulative record that prepares a faculty member for promotion.

The procedures for consideration of faculty for promotion are found in the [Faculty Handbook](#). Faculty must submit performance materials and the department must solicit external letters assessing the candidate's record of scholarship and creative activity. The departmental review committee will consist of faculty at or above the rank which is being sought by the candidate. Faculty members currently or previously related by family or marriage, or who have or have had a romantic relationship which would make it impossible to make an unbiased recommendation, shall not be involved in promotion discussions or recommendations affecting that faculty member.

The candidate has the right to review his/her file at any stage of the process ([Faculty Handbook](#), Chapter 3.0, Item 3.10.1, Right of Candidate to Review File).

4.3 Merit

When funding is available and the university will allow, merit awards may be given to faculty who have demonstrated distinctive achievements in the performance of their duties. The department head may use a variety of information to evaluate a faculty member for determination of merit status (not limited to the annual performance review, peer evaluations, an annual activity report, teaching evaluations, service evaluations, research achievements, etc.). The department head will make a recommendation for a merit award to the dean.

4.4 Enhanced Post-Tenure Performance Review

Faculty members who receive an overall annual performance review of “unsatisfactory” (or the campus equivalent of the lowest performance rating), or who receive two overall annual performance evaluations of “needs improvement” (or the campus equivalent for the next lowest performance rating) during any four consecutive years, must undergo an enhanced post-tenure performance review as described in the [Faculty Handbook](#).

4.5 Termination of Tenure

The termination of tenure is covered in detail in the [Faculty Handbook](#) (Chapter 3.0, Item 3.11.8, Termination of Tenure).

Section 5

Faculty Rights of Appeal

Faculty are entitled to fair, impartial, and honest resolution of problems that may arise in relation to employment. This section addresses the appeals process for general and special appeals and provides links to appropriate policies and procedures for detailed descriptions of the appeals processes. Informal grievances may be addressed through the University [ombudsperson](#)(s) without formal appeal.

A faculty member must initiate a formal appeal under the general or special procedures outlined by the [Faculty Handbook](#) (Chapter 5, Faculty Rights of Appeal) within the time specified in the Handbook, Board of Trustees or university policy, which at a maximum, must be within one year of the date of the employment decision in question.

The right of appeal applies to all tenured, tenure track, and non-tenure track faculty. Faculty are encouraged to bring complaints or grievances to the lowest administrative level at which the adverse recommendation, decision, or action was taken. Every effort should be made to expeditiously resolve such matters informally before submitting a formal appeal. In all cases, faculty are entitled to written notice regarding grounds on which administrative action has been taken.

5.1 General Appeals

Faculty with grievances have three options for pursuing formal appeals depending on the subject matter of the appeal:

- 1) Initiate an appeal through an administrative channel ([Faculty Handbook](#), Chapter 5, Item 5.3, Appeals through the Administrative Channel).
- 2) Request an appeal through the Faculty Senate Appeals Committee ([Faculty Handbook](#), Chapter 5, Item 5.4, Appeals through the Faculty Senate Appeals Committee).
- 3) Bring an appeal through the Tennessee Uniform Administrative Procedures Act ([TUAPA](#), [Faculty Handbook](#), Chapter 5, Item 5.5, Appeals through the Tennessee Uniform Administrative Procedures Act).

A fourth option, which provides an informal solution for faculty grievances, is to contact an ombudsperson for consultation and mediation ([Faculty Handbook](#), Chapter 5, Item 5.2, Faculty Ombudspersons).

Appeals procedures through an administrative channel and the Faculty Senate Appeals Committee are not judicial processes. Attorney representation and participation in hearings may occur under [TUAPA](#).

Faculty should consult [Hilltopics](#) for conflicts arising between faculty and students.

5.2 Special Appeals

Special appeals ([Faculty Handbook](#), Chapter 5, Item 5.1.2, Special Appeals) procedures are provided for cases involving:

- 1) Allegations of discrimination or harassment due to race, gender, sexual orientation, religion, national origin, age, disability, or veteran status.
- 2) Termination or suspension of tenure track faculty members for adequate cause prior to the expiration of his/her term of employment with or without the minimum advance notice specified for the non-reappointment of the tenure track faculty member.
- 3) Allegations that non-renewal of appointment of a tenure track faculty member constitutes a violation of academic freedom.

Termination of a tenure track faculty member before the stipulated term of appointment is under the same procedures as used for revocation of tenure and termination for tenured faculty members ([Faculty Handbook](#), Chapter 3, Item 3.12, Procedures for Terminating Tenured Faculty). Termination of a non-tenure track faculty member before the stipulated term of appointment is under the procedures in the [University of Tennessee System HR Policies and Procedures](#) (HR 0160, Termination of Employment).

A tenure track faculty member who is suspended or dismissed before the end of the stipulated term of appointment or without the minimum advanced notice specified for termination of tenure track faculty may appeal the decision through the Faculty Senate Appeals Committee or may elect a [TUAPA](#) hearing. The university has the burden of proof. The faculty member must notify the University of Tennessee Institute of Agriculture (UTIA) chancellor of his/her intent to appeal within 10 days of receipt of the university's decision to dismiss or suspend ([Faculty Handbook](#), Chapter 5, Item 5.1.2, Special Appeals).

5.2.1 Complaints of Sexual Harassment and Other Forms of Discrimination

Complaints of sexual harassment and/or discrimination are brought forward and investigated according to procedures described in the UTK Affirmative Action Plan; [University of Tennessee System HR Policies and Procedures](#) (HR 0280 Sexual Harassment and Other Discriminatory Harassment).

5.2.2 Non-Renewal as a Violation of Academic Freedom

The appeals process for allegations that non-renewal of a tenure track faculty constituted a violation of academic freedom is described in detail in the [Faculty Handbook](#) (Chapter 5, Item 5.1.2, Special Appeals).

5.3 Ombudspersons

Faculty in the CVM may use university ombudspersons to facilitate informal resolution of grievances.

[Ombudspersons](#) serve as consultants for faculty needing advice to resolve problems and may serve as informal mediators if the faculty member has not initiated an appeal through formal channels. Ombudspersons are not advocates for faculty nor for the university, but rather are supporters of fair practices and mutual respect.

Ombudspersons serve mutual communication channels as dispute resolution facilitators. This may involve investigation by the ombudsperson and direct participation in the conflict resolution as well as facilitating communication and resolution. Ombudspersons do not address matters subject to special appeals processes described in the [Faculty Handbook](#) (Chapter 5, Item 5.1.2, Special Appeals), provide legal advice, assist in problems unrelated to the university, or represent the faculty member in formal appeals processes.

5.4 [Appeals Options](#)

5.4.1 [Appeals through Administrative Channel](#)

A faculty member may initiate a written appeal with his/her administrative leader. If resolution is not achieved the faculty member has the right, upon request, to a review by successively higher administrative levels, up to and including the university president ([Faculty Handbook](#), Chapter 5, Item 5.3, Appeals through the Administrative Channel).

5.4.2 [Appeals through the Faculty Senate Appeals Committee](#)

The function of the Faculty Senate Appeals Committee is to gather evidence and present findings and make a recommendation to the chief academic officer for the disposition of cases within its jurisdiction. Faculty should consult the [Faculty Handbook](#) for details of this appeals process (Chapter 5, Item 5.4.1, Jurisdiction of the Faculty Senate Appeals Committee; Item 5.4.2, Process for Appeals; Item 5.4.3, Hearing Results and Recommendations).

5.4.3 [Appeals through TUAPA](#)

A hearing under the Tennessee Uniform Administrative Procedures Act ([TUAPA](#)) is available to faculty under the following circumstances:

1. Termination of a tenure track faculty member's appointment before the stipulated term of appointment or without the minimum advanced notice or for allegations of gross misconduct or reprehensible behavior.
2. Termination of a non-tenure track faculty member's appointment before the stipulated term of appointment or for allegations of gross misconduct or reprehensible behavior.

Request for a [TUAPA](#) hearing must be brought within 10 days of the employment action that is the subject of the hearing ([Faculty Handbook](#), Chapter 5, Item 5.5, Appeals through the Tennessee Uniform Administrative Procedures Act).

Section 6

Compensated Outside Activities

The faculty of the UTCVM represents a unique group of scholars with broad and special areas of interests. As a result, numerous requests for professional advice and consultations with compensation will be directed toward the faculty. While it is important for faculty to have the opportunity to engage in these types of activities, uncontrolled outside activities or absences can adversely affect the academic and clinical programs of the UTCVM. This opportunity is a privilege extended to faculty and is limited to only those achieving meets or exceeds expectations on annual performance reviews.

6.1 Outside Activity – General Guidelines

There are three important guidelines to be used for evaluating outside activities:

- 1) Outside activities must not interfere with assigned duties and responsibilities.
- 2) Outside activities must follow conflict of interest policies and procedures.
- 3) Outside activities must have prior approval.

“Outside activity,” as defined by the UTCVM, is any situation where a faculty member agrees to use his/her professional capabilities to further the interests of a third party and which is not part of the faculty member’s assigned duties and for which the University provides no compensation. Compensation includes but is not limited to salary, honoraria, and travel expenses. The department heads and dean have the primary responsibility for determining that the first responsibilities of the faculty member to the department and college are not being compromised.

A detailed description of university policy on compensated outside activities may be found in the [Faculty Handbook](#) (Chapter 7, Item 7.1, Introduction; Item 7.2, General Principles; Item 7.3, Specific Guidelines) as well as in [UTCVM Policy on Compensated Outside Activities](#).

Section 7

Benefits and Leave

The College of Veterinary Medicine follows the policies and procedures of the University of Tennessee in providing a comprehensive program of benefits for faculty members. These policies for faculty benefits and leave may be found in the [University of Tennessee System HR Policies and Procedures](#) and the [Faculty Handbook](#). The personnel policies and procedures take precedence over the [Faculty Handbook](#) in the application of the policies and procedures.

7.1 Benefits for Faculty

Benefits for faculty members in the UTCVM include insurance plans, educational assistance, retirement, and longevity pay. The following sections provide a summary of faculty benefits.

7.1.1 Insurance

The college, through the state of Tennessee, offers group insurance for medical, life, and accidental death or dismemberment, to all regular employees who work a minimum of 75% time. Additional plans are available for other needs to qualified individuals. Illness or injury sustained in the course of employment is covered by the State of Tennessee Worker Compensation Program ([Faculty Handbook](#), Chapter 6, Item 6.2.1, Insurance Plans)

7.1.2 Educational Assistance

Faculty members may be eligible for maintenance fee (tuition) waiver under the provisions of the Personnel Policies and Procedures and with the approval of the department head, dean, and chancellor.

Spouses and dependent children of regular, full-time faculty members who have been admitted to the university as undergraduate students are also eligible for a student maintenance fee (tuition) discount. Spouses and dependent children of regular, part-time faculty members who have one or more years of regular continuous service working a minimum of 50% time shall receive a pro-rata discount based on the percent of effort currently worked by the employee ([Faculty Handbook](#), Chapter 6, Item 6.2.2, Educational Assistance).

7.1.3 Retirement

UTCVM, through the university and state, provides retirement programs. Regular, full-time faculty must participate in a retirement program. The university also offers several optional tax deferred income plans ([University of Tennessee System HR Policies and Procedures](#), HR 0375 Retirement Plans).

7.1.4 Longevity Pay

The university rewards regular faculty for their years of service with the university and state. Regular full- and part-time faculty working 82.05% time or more, who have completed 36 full-time equivalent (FTE) months of service at 82.05% time or more with UT, the State Board of Regents, or any other agency of the State of Tennessee are eligible to participate in the longevity pay plan on the anniversary date of their employment following the completion of 36 FTE months of qualified employment ([Faculty Handbook](#), Chapter 6, Item 6.2.4, Longevity Pay).

7.2 Faculty Leave

Faculty development leave, family and medical leave, court leave, military leave, educational leave, personal leave, and funeral leave are covered in the [Faculty Handbook](#) (Chapter 6, Item 6.3, Leave for All Faculty Members).

7.2.1 Faculty Development Leave

Faculty development leave is granted on the merits of each specific proposal for professional development and is an investment by the university that the leave will enhance the faculty member's ability to contribute to the development of the university and to student development. Full-time faculty members with a minimum of six years of full-time campus service since any previously granted professional leave are eligible to apply for faculty development leave. Faculty development leave may be granted for either one-half of the faculty member's annual appointment period at full-base salary or the full annual appointment period at one-half base salary.

The purposes for which development leave is granted are detailed in the [Faculty Handbook](#) (Chapter 6, Item 6.3.1, Faculty Development Leave).

7.2.2 Family and Medical Leave, and Funeral Leave

The university provides for family and medical leave for childbirth, adoption, foster care placement of a child, serious illness of a spouse, child or parent, and an employee's own serious illness. The leave may extend up to a maximum of twelve work weeks of paid or unpaid leave during the 12-month period beginning on the date the family medical leave first begins. During this period, 12-month faculty may use any or all accrued annual or sick leave if applicable, instead of taking leave without pay ([Faculty Handbook](#), Chapter 6, Item 6.3.2, Family and Medical Leave).

Funeral leave ([Faculty Handbook](#), Chapter 6, Item 6.3.8, Funeral Leave) is described in the [University of Tennessee System HR Policies and Procedures](#), HR 0340 Funeral and Bereavement Leave.

7.2.3 Court and Military Leave

Court leave for jury summons and to appear as a witness is covered in the [Faculty Handbook](#), Section 6, 6.3.3, Court Leave, and the [University of Tennessee System HR Policies and Procedures](#), HR 0315 Court Leave.

Short and extended tour military leave are also granted by the university and are covered in the [Faculty Handbook](#) (Chapter 6, Item 6.3.4, Military Leave for Short Tours of Active Duty; Item 6.3.5, Military Leave for Extended Tours of Active Duty) and in the [University of Tennessee System HR Policies and Procedures](#), HR 0370 Military Leave.

7.2.4 Personal Leave

The university grants leave with and without pay to full-time faculty members with regular appointments for a variety of reasons. Faculty may make a request for leave without pay for personal reasons in writing to his/her department head ([University of Tennessee System HR Policies and Procedures](#), HR 0373 Personal Leave).

7.2.5 Annual Leave

Faculty members employed on a regular full-time 12-month appointment earn annual leave at the rate of two working days per month. A maximum of forty two days of accumulated annual leave may be carried forward into the next calendar year. Annual leave in excess of forty two days will be credited to sick leave ([Faculty Handbook](#), Chapter 6, Item 6.5.1, Vacations and Annual Leave).

7.2.6 Sick Leave

Sick leave is earned at the rate of one working day per month by regular, full-time 12-month faculty ([Faculty Handbook](#), Chapter 6, Item 6.5.2, Sick Leave; [University of Tennessee System HR Policies and Procedures](#), HR 0380 Sick Leave).

7.2.7 Term Faculty

Term faculty do not receive annual or sick leave ([University of Tennessee System HR Policies and Procedures](#), HR 0305 Annual Leave, and HR 0380 Sick Leave).

7.2.8 Fringe Benefits for Faculty on Leave

Faculty members on approved leave may be eligible for some benefits. [University of Tennessee System HR Policies and Procedures](#), HR 0335 Educational Leave, HR 0338 Family and Medical Leave, and HR 0355 Leave of Absence, cover benefits for faculty on leave.

7.2.9 Benefits and Leave for Nine-Month Faculty Members

See the [Faculty Handbook](#) (Chapter 6, Item 6.4, Additional Benefits and Leave for Nine-Month Faculty Members) for details concerning benefits and leave for 9-month faculty members.

7.2.10 Records of Leave

All leave, except for sick leave, must be approved in advance. Official records of leave are maintained by the university financial and human resources departments. Deans and department heads are charged with ensuring that these records are accurate on a current basis ([Faculty Handbook](#), Chapter 6, Item 6.7, Records of Leave).

Section 8

Governance

Governance relates to consistent management, cohesive policies, laws, customs, processes and institutions affecting the way people direct, administer or control an organization. Shared governance is an important aspect of organizational development and is a primary faculty responsibility. All faculty are expected to accept the responsibility of shared governance. The magnitude of faculty responsibility in governance depends on the faculty member's criteria of appointment and is determined at the departmental level. In the UTCVM, faculty may discharge their responsibilities in governance through regular participation in meetings and committees within sections, departments, the college, and the university. Duties performed by faculty who are program directors, leaders of clinical sections, directors of support services, or who have other leadership responsibilities are also important governance activities. Faculty should be active participants in deliberations and decisions on policy and procedures. It is the responsibility of the faculty to work collaboratively with administrators, students, and professional and support staff and other college and university constituencies ([Faculty Handbook](#), Chapter 1, Governance and Organization).

8.1 Principles and Characteristics of Shared Governance

Good communication and the regular and timely sharing of information among faculty, staff, students, and administrators is a key aspect of governance. Faculty representation in decision making that directly or indirectly affects the faculty's ability to function is important. Faculty have a primary role in determining curriculum, educational policy, teaching and scholarship standards, selection of new faculty, and promotion and tenure. There should be timely consultation between faculty and administrators on academic matters. Other important characteristics of shared governance include transparency of and accessibility to information to provide a clear understanding of issues and policy, participation in the development processes, adequate time to reflect on information, opportunity to communicate collaboratively to reach a consensus, and consistency in the process of shared governance to create an atmosphere of trust ([Faculty Handbook](#), Chapter 1, Item 1.7, Shared Governance).

8.2 College Administration

The dean serves as the chief academic officer for the college. Other college administrators include department heads, assistant and associate deans, and directors. All administrators are expected to act on the principles of shared governance and hence seek the advice of the faculty.

8.2.1 The Dean

The dean has these general administrative concerns ([Faculty Handbook](#), Chapter 1, Item 1.6.1, Academic Deans):

- 1) The academic program in college-wide aspects, relationships among the college's departments, and the relationship of the college to the university and the public.
- 2) The faculty and the leadership of the college (directors, department heads, committees, and task forces), their well-being, development, review, assessment, and renewal.
- 3) The encouragement and support of teaching, research, creative activity, and public service.
- 4) The support services for the conduct of college business.
- 5) Strategic planning.
- 6) Budget preparation, review, and analysis.
- 7) Fundraising and developing relationships outside of the college.

The college looks to the dean for definitive recommendations about the curriculum, staffing, faculty promotion, tenure, and review; development needs; and all financial aspects of the college operations. These recommendations are made after consultation with appropriate faculty and/or college- or department-level committees, as well as department heads. The dean is expected to take an active role in decision making that may or may not be in agreement with faculty and/or department heads and that may involve identification of needs that have not been made explicit in department reports, or that recommend joint programs and ventures, and the development and execution of alternate means for doing the work of the college.

8.3 Departmental Administration

8.3.1 Department Heads

The department head is a member of the faculty who is assigned the special duty of administering the department. The head is appointed in consultation with the faculty of the unit that s/he will administer.

The responsibilities of the department head include ([Faculty Handbook](#), Chapter 1, Item 1.6.2, Department Head):

1. Provision of leadership for the departmental academic and service programs in relation to the comprehensive program of the college including:
 - a. recruiting faculty and staff.
 - b. planning, executing, and reviewing the professional and graduate degree curriculum in consultation with the faculty.
 - c. encouraging and supporting faculty teaching, service, research, and creative activities.
 - d. counseling and advising students.

- e. representing the department to the public, other faculty and administrators, colleagues at other institutions, and other constituencies.
 - f. supporting the department, the Veterinary Medical Center, and the College.
 - g. conducting regular meetings of the department faculty at least once per month.
2. Provision of leadership for the infrastructure necessary to support the department's academic and service programs including:
 - a. the employment and supervision of clerical and supporting personnel.
 - b. the management of departmental physical facilities and equipment needs.
 - c. resource enhancement.
 - d. the preparation, presentation, and management of the departmental budget.
 - e. the authorization of all expenditures from the departmental budget.
 3. Planning and conducting annual faculty performance reviews ([Faculty Handbook](#), Chapter 1, Item 1.6.3, Effective Departmental Governance).

Collaboration of the department head and the departmental faculty is essential for the success of the department and its members. This collaboration is best implemented through departmental bylaws and a departmental strategic plan constructed by the faculty in concert with the guidance of the department head. Faculty are responsible for participating constructively in the creation of these documents which should represent a strong departmental consensus. Departmental bylaws must be congruent with college and university rules and the [Faculty Handbook](#). Departmental bylaws and strategic plan guide the department head in day-to-day decisions concerning departmental issues and management. The head conducts regular faculty meetings and facilitates the work of departmental committees as outlined in the bylaws.

8.3.2 Selection and Reappointment of Department Heads

Selection and reappointment of department heads is covered in the [Faculty Handbook](#) (Chapter 1, Item 1.6.4, Selection of Department Heads; Item 1.6.6, Reappointment of Department Heads).

8.4 Evaluation of Deans and Department Heads

The faculty will be involved in the annual evaluation of deans and department heads as well as other university administrators.

Departmental faculty provide annual written objective and systematic evaluation of the department head to the dean of the college following the procedures in the departmental bylaws ([Faculty Handbook](#), Chapter 1, Item 1.6.5, Annual Evaluation of Department Heads; Item 1.9, Faculty Role in Selection and Evaluation of University Administrators).

8.5 College and Departmental Committees

Committee participation is an integral part of shared governance in the UTCVM. The college will establish standing committees ([VetNet College Committees](#)) to fulfill various

college-wide needs. Recognizing that these committees may not serve the specific needs of departments, individual programs are encouraged to establish program specific committees to meet their needs. The dean in consultation with other college administrators and/or faculty may establish a committee and appoint a committee chair and members. The faculty may request that the college administration establish a college-wide committee and they may make recommendations or nominations for chair and membership. Standing college-wide committees are fact-finding, advisory, and make recommendations to the faculty and the administration. Each standing committee will be given a charge containing specific goals by the dean or committee chair.

Departmental committees may be established in a similar fashion as college-wide committees by or with the guidance of the department head.

8.5.1 College Executive Committee

The Executive Committee (EC) of the UTCVM is the decision making body of the college and is charged with the discussion of college-wide issues, the oversight of all other college-wide committees, and approval of all college-wide policies and procedures. The EC is responsible for the preparation of the bylaws for faculty vote, periodic review of the college bylaws, and any recommended amendments to said bylaws.

8.5.1.1 Executive Committee – Membership

The UTCVM Executive Committee shall consist of the dean, assistant and associate deans, and department heads of the college. The dean or his/her designee shall preside. The dean's administrative assistant or designee shall serve as secretary of the EC without voting status.

The EC will meet at the call of the dean and on a schedule agreed upon by the members. Minutes of the meeting shall be posted to the college intranet website.

Representatives from various workforce segments such as directors, committee chairs, staff, content experts, and others will be invited as the EC discusses the many and varied aspects and issues of this complex organization.