



UNIVERSITY OF
**HEALTH SCIENCES
& PHARMACY**

in St. Louis

Faculty Bylaws

May 7, 2021

University of Health Sciences & Pharmacy

Faculty Bylaws

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Section X: Faculty Bylaws

Article 1 - Membership

Membership of University of Health Sciences & Pharmacy Faculty shall consist of the Dean of Pharmacy, the Dean of Arts & Sciences and all full-time and adjunct faculty who have appointment letters from University of Health Sciences & Pharmacy with an academic rank.

Article 2 - Jurisdiction of the Faculty

The faculty shall have responsibility for formulating and implementing academic rules, standards, and curriculum (see Article 6 for specific responsibilities of the College of Pharmacy Curriculum Committee and Undergraduate Programs Curriculum Committee), subject to their submission to the President and approval by the Board of Trustees as stipulated in the Bylaws and Articles of Association of University of Health Sciences & Pharmacy.

Article 3 – Organization of the University

The university shall be organized into two colleges, the College of Arts and Sciences, and the College of Pharmacy, each with its own Dean. The College of Arts and Sciences shall be composed of two departments, the Department of Liberal Arts and the Department of Basic Sciences. The College of Pharmacy shall be composed of two Departments, the Department of Pharmaceutical and Administrative Sciences and the Department of Pharmacy Practice. The Department of Pharmacy Practice shall be composed of the office of Experiential Education and three divisions, the Division of Acute Care Pharmacy, the Division of Ambulatory Care Pharmacy, and the Division of Specialty Care Pharmacy. Each department shall have a department chair and each division will have a division director.

Article 4 - Meetings

A. Full Faculty Meetings

1. Schedule

Faculty meetings shall be held as necessary when the university is in regular session. The time and place of meetings shall be scheduled by the Dean of Pharmacy and/or the Dean of Arts & Sciences.

Meetings may be called by the Dean of Pharmacy, the Dean of Arts & Sciences, the Faculty Senate, or upon written request of five members of the university's voting faculty, as defined in Article 4, Section A.4. The purpose of the meeting must be stated in the written request. Except in an emergency, as deemed by the Faculty Senate, at least seven days' notice shall be given, and the meeting convened within thirty days of the presentation of the request.

2. Presiding Officer

The Faculty Senate President shall be the presiding officer. In the absence or inability of the Faculty Senate President to preside, this function shall be exercised by the Faculty Senate Vice President or by another faculty member designated by the Faculty Senate President.

3. Secretary

The Dean of Pharmacy's or the Dean of Arts & Sciences' Administrative Assistant shall serve as Secretary. The Secretary shall be responsible to the faculty for proper recording and/or transcribing of the minutes as well as sending or posting notices of the meetings in advance of any meeting. The Secretary shall be responsible for maintaining a copy of the minutes of each Faculty Meeting and shall distribute a copy of such minutes to each faculty member within one month of the meeting.

4. Qualifications for Voting

Faculty with full-time appointments have the right to vote at faculty meetings. Any faculty member with voting privileges may request a written ballot.

5. Quorum

The presence of a majority of faculty members with voting privileges shall constitute a quorum for the purposes of voting.

6. Parliamentary Authority

The rules contained in the most recent edition of *Robert's Rules of Order* shall govern elections and when deemed necessary may be invoked for general faculty meeting proceedings.

B. College Meetings

1. Schedule of Meetings

- a. College meetings shall be held as necessary when the university is in regular session. The time and place of meetings shall be scheduled by the Dean of the college.
- b. Meetings may be called by the Dean or upon written request of five members of the college's voting faculty, as defined in Article 4, Section B.4. The purpose of the meeting must be stated in the written request. Except in an emergency, as deemed by the Dean of the college, at least seven days' notice shall be given, and the meeting convened within thirty days of presentation of the request.

2. Presiding Officer

The Dean of the college shall be the presiding officer. In the Dean's absence or inability to preside, this function shall be exercised by another faculty member designated by the Dean.

3. Secretary

The Dean's Administrative Assistant shall serve as Secretary. The Secretary shall be responsible to the faculty for proper recording and/or transcribing of the minutes as well as sending or posting notices of the meetings in advance of any meeting. The Secretary shall be responsible for maintaining a copy of the minutes of each college meeting, and shall distribute a copy of such minutes to each of the college's faculty within a month of the meeting.

4. Qualifications for Voting

Faculty with full-time appointments whose services fall under the administrative jurisdiction of the Deans of the college have the right to vote at college meetings. Deans may grant voting privileges to other full-time faculty with responsibilities in their college; however, faculty may only have voting privileges in one college. Any faculty member with voting privileges may request a written ballot.

5. Quorum

The presence of a majority of faculty members with voting privileges shall constitute a

quorum for the purposes of voting.

6. Parliamentary Authority

The rules contained in the most recent edition of *Robert's Rules of Order* shall govern elections and when deemed necessary may be invoked for general faculty meeting proceedings. A Parliamentarian shall be elected biennially from the faculty. The function of the parliamentarian is to ensure that discussion and elections are conducted in a fair and efficient manner without imposing unnecessary restrictions on open discussion.

C. Department Meetings

1. Schedule of Meetings

Department meetings shall be held as necessary when the university is in regular session. The time and place of meetings shall be scheduled by the Chair of the department. Meetings may be called by the Chair or upon written request of 20% or 5 members (whichever is lower) of the department's voting faculty, as defined in Article 4, Section C.4. The purpose of the meeting must be stated in the written request. Except in an emergency, as deemed by the Chair of the department, at least seven days' notice shall be given, and the meeting convened within thirty days of presentation of the request.

2. Presiding Officer

The Chair of the department shall be the presiding officer. In the Chair's absence or inability to preside, this function shall be exercised by another faculty member designated by the Chair.

3. Secretary

The department's Administrative Assistant shall serve as Secretary. The Secretary shall be responsible to the faculty for proper recording and/or transcribing of the minutes as well as sending or posting notices of the meetings in advance of any meeting. The Secretary shall be responsible for maintaining a copy of the minutes of each department meeting, and shall distribute a copy of such minutes to each of the department's faculty within a month of the meeting.

4. Qualifications for Voting

Faculty with full-time appointments whose services fall under the administrative jurisdiction of the Chair of the department have the right to vote at department meetings. Chairs may grant voting privileges to other full-time faculty with responsibilities in their departments. Faculty members may only have voting privileges in one department. Any faculty member with voting privileges may request a written ballot.

5. Quorum

The presence of a majority of faculty members with voting privileges shall constitute a quorum for the purposes of voting.

6. Parliamentary Authority

The rules contained in the most recent edition of *Robert's Rules of Order* shall govern elections and when deemed necessary may be invoked for general faculty meeting proceedings.

Article 5 – Elected Offices

Elected offices to be voted on by members of the faculty include, the Vice-President of Faculty Senate, the Chair of the Promotion & Tenure Committee, the Chair of the Research and Scholarly Activities Committee, the Alternate Delegate to the Annual Meeting of the American Association of Colleges of Pharmacy (AACP), and the Parliamentarian. Elections for the Vice-President of Faculty Senate, the Chair of the Promotion & Tenure Committee, the Chair of the Research and Scholarly Activities Committee and, biennially, the Parliamentarian shall be held at the final full faculty meeting of the academic year. Nominations for the Alternate Delegate to the Annual Meeting of the American Association of Colleges of Pharmacy (AACP) shall be selected at a Full faculty meeting in the Fall by Faculty members who are also members of AACP. The elected Alternate Delegate will serve as the AACP Faculty Delegate the following year.

Elections shall be held at the final college meetings of the Spring semester for the chairs of the College of Pharmacy and College of Arts and Sciences Curriculum Committees.

Qualifications for each of these chair positions are defined in Article 6.

1. Qualifications for Office

- a. Qualifications for elected representatives of Faculty Senate, Promotion and Tenure, and Research and Scholarly Activities Committee can be found in the membership sections of the respective committees in Article 6.
- b. Alternate Delegates for AACP must be selected from faculty who are currently active members of the organization. At least two candidates are required.
- c. Any faculty member that currently holds voting privileges, as defined in Article 4, Section A.4 qualifies to serve as parliamentarian.

2. Procedures

A month before the election of the representatives in Article 5, Section 1.a, the respective committee shall call for nominations to be submitted to the committee in order to provide for a slate of nominations to be presented at the next faculty meeting. Nominations for the position may also be made from the floor with the understanding that individuals so nominated are eligible and have agreed to serve.

Elections shall be by written ballot when there is more than one nominee for a given office.

Nominations for the Alternate Delegate to the Annual Meeting of AACP are received from the floor at the meeting for which the nomination is on the agenda. Voting is carried out by written ballot with only faculty who are AACP members being eligible to vote. The nominee with the highest number of votes shall be elected the Alternate Delegate. The term is one year with succession to the AACP Faculty Delegate position the following year. In the event that there is no current AACP Faculty Delegate or Alternate Delegate, two individuals will be elected from those faculty who are active members of AACP. The candidate with the highest number of votes becomes the delegate and the second highest vote will be the alternate.

In April of every other year, each department will nominate a candidate for the position of Parliamentarian. Election by written ballot shall be held at the May faculty meeting with the parliamentarian to assume responsibilities at the beginning of the following academic year. The nominee receiving the second highest number of votes shall serve as an alternate, filling in for

the parliamentarian when needed, and will become the parliamentarian at the beginning of the following academic year.

Article 6 - Committees of the Faculty

1. The Roles of Committees

An effective system of committees shall be maintained to:

- a. keep the faculty informed of working conditions, policies, and decisions that affect their responsibilities.
- b. marshal the wide range of expertise and knowledge to assist in decision making within the College.
- c. bring a broad range of representation to planning and development within the College.
- d. develop and implement policies and procedures related to the academic environment.
- e. develop and implement faculty governance policies and procedures.

2. Prerogatives of Committees

Committees shall be:

- a. representative of the groups appropriate to their particular functions.
- b. consulted regularly, on a schedule that allows time for full information and participation.
- c. afforded full and immediate access to information relevant to the specific committee charge.
- d. able to exercise initiative and review actions as well as to respond to proposals laid before them.
- e. provided the benefit of a formal response from the appropriate academic or administrative officers to their proposed recommendations or actions.

3. Committees of the Faculty

- a. Standing Committees are permanent committees of the Faculty reporting directly to the Deans or to the Faculty as required and whose responsibilities include but are not limited to, the charges given them by these Bylaws or by the Dean of Pharmacy and/or the Dean of Arts & Sciences.
- b. Subcommittees of the standing committees are appointed by the appropriate Dean or by the Chair of the given committee for specific tasks within the committee's charges.
- c. Ad-hoc (special) Committees are appointed by the appropriate Dean to carry out specific charges or tasks falling within the responsibilities of the Faculty. An ad-hoc or special committee automatically terminates when the report/charge for which the committee was established is accepted.

4. Appointments and Membership

Appointments to standing committees, including the Chair thereof, shall be made annually by the appropriate Dean, except for committee chairs or members designated otherwise in this document. Committee appointments and elections shall occur in the Spring of the year for terms of service for the following academic year. Ordinarily, appointments shall be made from the full-time members of the faculty, but, when desirable, adjunct members of the faculty and/or volunteer faculty may be appointed as well. Adjunct faculty and/or volunteer faculty shall have full privileges and voting rights within any committees to which they are appointed. The Dean of Pharmacy and the Dean of Arts & Sciences shall be *ex officio* members of all committees.

5. Participation in Committee Meetings

With the exception of the Administrative Leadership Team and Faculty Promotion and Tenure Committee, all committee meetings normally will be open to all faculty. All faculty members in

attendance may participate in committee discussions but voting will be restricted to members of the particular committee.

6. Responsibilities for Meeting Announcements and Minutes

Committee Chairs are responsible for notifying all their members as to the time, place and topic of meetings. When appropriate, the Committee Chairs shall also post a general notice seven days in advance of their meetings with date, time, place, and specific agenda, thus notifying the faculty in general, should they wish to attend.

Each committee shall elect one member from its ranks to serve as secretary in case minutes are taken. The committee secretary shall be responsible for any minutes that are taken at a meeting and shall distribute a copy of such minutes to committee members, the Faculty Secretary, and the Deans within a reasonable period following each meeting.

The distribution of any minutes of the Administrative Leadership Team and the Promotion & Tenure Committee meetings shall be limited to members of those committees. The minutes, as submitted to the appropriate Dean, of all other committee meetings shall be forwarded to the faculty within a reasonable period following each meeting.

Committee meetings shall be run according to *Robert's Rules of Order*.

7. Standing Committees of the Faculty

To the extent feasible, faculty committees will be linked to accreditation standards as follows:

Faculty Senate

Mission Statement: University of Health Sciences & Pharmacy's Faculty Senate represents and advocates for the will of the faculty as we collectively and diversely drive the University's pursuit and fulfillment of its academic mission. The Senate collaborates with the administration to facilitate the work of the faculty; the Senate also contributes the faculty's considered judgements to the shared governance of the University, helping the institution reap the full benefits of the faculty's varied expertise and the uniquely informed perspectives that arise from our day-to-day delivery of the academic programs. The Senate moreover encourages and defends academic freedom as the prerequisite and life spring of ethical inquiry and engagement in a community of scholars. Toward this end, the Senate recognizes, honors, and asserts, as necessary and useful, the defining differences among the disciplines represented across the University, embracing and authorizing divergent faculty voices as the foundation of the institution's educational efforts and strengths. The Faculty Senate represents the faculty in the consideration of all policies that affect the academic climate and direction of the University, helping it become a supportive and enriching environment for growth, advancement, and leadership that prepares our students, residents, faculty, staff, and alumni to benefit patients and the greater society.

Membership: The Faculty Senate shall consist of eight full-time faculty members including two members elected from each academic department. When possible, senate members should be at the associate professor level or higher. The chair of each department can make full-time faculty who do not report to the department chair but have responsibilities in their department eligible to serve as representatives of the department, if so voted by the department members.

Senate members will serve two-year, staggered terms with a maximum of two consecutive terms. Vacancies will be filled by special election by the department from which the vacancy occurred.

Candidates for Vice President will be voted upon annually by the full faculty. The candidates will alternate between a member of the College of Arts and Sciences and College of Pharmacy and rotate between academic departments. Term limits will be suspended while a member serves as Vice President or President. The Vice President will assume the role for one year and serve as senate President the following year.

If the senate President can no longer serve, the department represented by the President will hold a special election for a replacement member. The senate Vice President will assume the role of the President for the rest of the year and the senate will function without a member serving as Vice President for the rest of the year. The Vice President who assumed the role of President will continue to serve as senate President the following year as pre-planned, alongside the new member elected to assume the role of Vice President by the full faculty in the spring.

If the Vice President can no longer serve, the department represented by the Vice President will provide the faculty with two nominees willing to serve in the capacity of Vice President and a special meeting will be held for elections by the full faculty.

Members of the Administrative Leadership Teams (as defined by University and College Administrative Leadership Team Committees) are not eligible for senate membership.

The term of the officers and members of the Faculty Senate will begin and end with the start of the fall semester in August.

Note: Faculty Senate is not expected to function as a working committee during the summer but may choose to do so in case of unusual or exigent circumstances, provided that all members of the Faculty Senate are contacted and given opportunity for input. However, it is understood that routine Faculty Senate business will not be conducted over the summer months.

Responsibilities:

1. Identify and monitor strategies to enhance faculty engagement within the university to facilitate a participative, thriving community of faculty with a shared vision, mission, and core values.
2. Review Faculty Bylaws and handbook and approve suggestions from the bylaws subcommittee regarding improvement and coordination and ensure that all proposed changes in policies and procedures are congruent with the Faculty Bylaws.
3. Help define and assert the rights of faculty members in keeping with best practices for academic freedom.
4. Work with other committees as useful to review, and recommend policies for teaching, research, scholarly activity, faculty development, or any other matters affecting the faculty to the college administration.
5. Advocate for faculty concerns that arise regarding relations among faculty, students and administration.
6. Collaborate with and advise the Board of Trustees, Office of the President, Deans, and Administrative Leadership Teams on University and College-wide academic issues, e.g. the academic calendar, academic advising, etc.
7. Monitor and advocate for the faculty perspective in the implementation of the College's strategic plan.
8. Represent faculty at administrative meetings as needed when academic issues arise.
9. Facilitate consensus among committees as requested.
10. Review College committee policies and procedures to ensure consistency with Faculty Bylaws and posting of meeting dates and minutes for full faculty review

11. Work with the Office of the President, Deans, Administrative Leadership Teams, and faculty to establish an annual agenda.

The following are standing subcommittees that report to the Faculty Senate. Subcommittee assignments will be determined by the President and Vice-President of the Senate. These subcommittees will convene on an as needed basis.

Bylaws Subcommittee

Membership: One senate member of each academic department. One member will be appointed subcommittee chair.

Responsibility: Develop Faculty Bylaws revisions for approval of the Faculty Senate to be presented to the full faculty.

Faculty Grievance Subcommittee

Membership: One senate member of each academic department, President of the Senate, and Vice-President of the Senate.

Responsibility: Hear and provide recommendations to the appropriate administrator for faculty grievances regarding administrative, academic, and promotion & tenure issues.

The following are ad hoc subcommittees that report to their respective Colleges and the Faculty Senate:

College of Arts and Sciences Subcommittee

Membership: COAS members of senate excluding the President and Vice President of the Senate. One member will be chosen chair by the subcommittee.

Responsibilities: Address faculty issues exclusively related to the COAS as determined by the Faculty Senate.

College of Pharmacy Subcommittee

Membership: COP members of senate excluding the President and Vice President of the Senate. One member will be chosen chair by the subcommittee

Responsibilities: Address faculty issues exclusively related to the COP as determined by the Faculty Senate.

Faculty Promotion and Tenure Committee (FPTC)

Membership:

The Chair shall be a full-time tenured Full professor, who is elected by all the faculty of the College during the spring semester.

In addition, each department shall elect one (1) or two (2) full-time faculty members to serve as representatives:

1. Elected committee members should have an ongoing record of excellence in service, teaching and scholarly activity, as defined by their respective departments.
2. Elected committee members shall be a faculty member with a majority of faculty responsibilities (i.e. teaching, research, and/or practice).
3. While the priority should be the election of two (2) Professors (tenured or in a non-tenure track), if the number of individuals who qualify for membership is so few as to contravene the intent of an

elected representation (i.e. the number of eligible Professors willing to be nominated is fewer than four), then a department may elect either Tenured Associate Professors or Non-Tenure Track

Associate Professors who also have at least four years of UHSP service at the rank of Associate Professor.

Faculty members are not eligible to serve on the FPTC if they:

1. Are being reviewed as an applicant by the FPTC during the year of membership
2. Are a current member of the Administrative Leadership Team
3. Have current responsibility for supervising other faculty. (Exception: Responsibilities as a residency program director do not exclude one from serving on the FPTC.)
4. Have past responsibility for supervising any applicant being reviewed by the committee during the year of membership.

Although additional FPTC membership criteria may be defined within a department's Promotion and Tenure Committee (DPTC) policies and procedures, these may not contradict or contravene the intent of any bylaw policy or procedure.

Responsibilities:

1. The FPTC shall review documents in the dossier submitted by applicants for promotion and/or tenure, vote on a recommendation, and submit the recommendation, including a summary evaluation of each applicant to the appropriate Dean. Promotion (and tenure) criteria as outlined in Section XI of the Faculty and Staff Handbook and of the applicant's department. The DPTC and department Chair reviews/recommendations, and the applicant's dossier will be the basis for the FPTC's recommendation.
2. The FPTC shall also conduct mid-promotion reviews, as outlined in Section XI of the Faculty and Staff Handbook and per FPTC policies and procedures. Promotion (and tenure) criteria as outlined in Section XI of the Faculty and Staff Handbook and the faculty member's department, DPTC and department chair assessments, and the faculty member's dossier will be the basis for formative assessments.
3. The FPTC shall also update, revise, and adhere to the FPTC policies and procedures that are approved by the Deans of the Colleges.
4. The committee shall review portions of the Faculty and Staff Handbook related to promotion and tenure and recommend revisions to the Deans and Faculty for their consideration.

Awards Committee

Membership: The Chair and members of this committee shall be appointed by the Deans. The committee consists of the chair and 10 full-time faculty members – two members from the Liberal Arts, Basic Sciences, and Pharmaceutical and Administrative Sciences Departments, four members from the Pharmacy Practice Department, and five staff members representing the Admissions Office, Financial Aid Office, Student Affairs Office, Diversity and Inclusion Office and Advancement Office.

Responsibilities – This committee will select students for scholarships, awards, and other honors as determined by criteria specified for each. Descriptions of the scholarships, awards and honors, and criteria are described in the University Catalog. The committee also advises the Financial Aid Office on matters where faculty input is helpful and appropriate. In addition, the committee is responsible for selecting graduate awards.

Research and Scholarly Activity Committee (RSAC)

Membership: Each academic department of the University will have two full-time faculty members serving on the RSAC at any given time. Preferred representatives are faculty with research background and/or experience. The members will serve staggered two-year terms so that each spring, each of the University's academic departments will elect one representative to serve a two-year term on the Committee. The department members are eligible to be re-elected each term. The Chair of this Committee is elected by the Faculty. The eligible faculty is a full-time faculty member who has served on RSAC in the previous year. The Chair is eligible to be re-elected each year. A Vice-Chair is elected from within the committee.

Responsibilities: RSAC's purpose is to encourage, support, and promote faculty research. The committee facilitates this by:

1. Providing a budget request and justification to the Administrative Leadership Team in the Fall of each academic year for the following fiscal year. This request includes budget for the Faculty Research Incentive Fund (FRIF), Faculty Research Seminar Series, and Student Research Symposium. Additional budget items may be added as deemed necessary by the Committee.
2. Overseeing and facilitating review and scoring of applications for the FRIF awards and providing recommendations for funding to the Administrative Leadership Team.
3. Organizing a seminar series for internal and external speakers.
4. Promoting and facilitating student participation in faculty research projects.
5. Facilitating the organization of the Student Research Symposium.
6. Serving as a faculty-administration liaison for research-related matters.
7. Providing a written report to the faculty each May to review the committee's activities during the year.

Educational Resources & Physical Facilities Committee

Membership: Committee members shall include one representative and one alternate full-time faculty from each Academic Department (as appointed by the Department Chair), two students (as appointed by the Student Body Union), and the Library Director, who serves as Chair. The Assistant Vice President of Information Technology/CIO and the Assistant Vice President of College Services shall serve as ex officio nonvoting members of the committee.

Responsibilities: The Committee serves as a forum for discussion of library issues of concern to the students, faculty, and alumni. The Committee promotes faculty, student, and alumni use of the resources and services of the Library. The Committee aids in establishing and supporting the Library's collection development policy and assists, as needed, to prioritize major acquisitions. The Committee will also participate in the review of existing facilities (classrooms, laboratories, study rooms, offices, residence halls, parking, etc.) and the planning of future expansion. In addition, the committee shall advise the administration and the Vice President of Information Technology and Assistant Vice President of College Services on issues related to information technology and physical facilities support of the educational mission of the college.

University Teaching and Learning Committee

Purpose: The purpose of this committee is to support faculty in developing and maintaining a climate for excellence in outcome-based education.

Membership: This university-wide committee will be chaired ex officio by the Director of the Center

for Teaching and Learning. [The chair shall be a non-voting member except to break a tie.] Faculty members of this committee shall be appointed by the appropriate Dean(s). The committee consists of four (4) full-time faculty members representing the College of Pharmacy¹ and four (4) full-time faculty members representing the College of Arts and Sciences.¹ Faculty representatives for each college serve staggered two-year terms. Individual faculty members may serve multiple terms, but faculty who have already served two consecutive terms may not be re-appointed until after at least one intervening year off the committee. In addition, two other administrative and staff positions also serve ex officio in a non-voting capacity: the Director of Academic Technology and the Director of the Center for Interprofessional Practice & Education at Washington University Medical Campus.

¹ Each college decides how the representatives to the committee are chosen, although it is recommended that each department have at least one representative on the committee to facilitate two-way communication between the committee and the Faculty.

Responsibilities: This committee will:

1. Plan, promote and assess professional development activities related to teaching and learning.
 - a. identify needs within departments
 - b. advise CTL Director on potential speakers/resources/activities
 - c. publicize professional development activities within departments
 - d. assess effectiveness of current programming and committee work
2. Support individual faculty.
 - a. review faculty materials related to teaching and learning e.g. course syllabi, assignments, professional development plans, etc., by request
 - b. provide training in faculty development plans
3. Promote effective use of instructional technologies in collaboration with the Academic Technology team.
 - a. maintain a directory of teaching methods & technologies used on campus
 - b. provide or organize training in educational methods and technology
4. Showcase success and innovation.
 - a. Plan Scholarship of Teaching and Learning (SOTL) research seminar (one session of Faculty Research Series)
 - b. Oversee the Creative Teaching Incentive Fund (CTIF) grant process annually

College of Arts and Sciences (COAS) Committees

Undergraduate Programs Curriculum Committee (UPCC)

Membership: Committee members shall include two elected-full-time faculty representatives each from Basic Sciences and Liberal Arts. The Chair of the committee does not have voting rights except in the case of a tie. The committee shall also include SGA student representatives (one student representative plus one alternate) from the-first year through senior year. All student representatives have voting rights.

Ex officio members shall include The Chair of the Undergraduate Programs Assessment Committee and the Director of Undergraduate Programs. These members shall not have voting rights.

1. Each spring, the Basic Sciences and Liberal Arts departments shall elect members to the committee, if necessary. Generally, faculty will serve three-year staggered terms. No elected faculty member can serve more than two consecutive three-year terms.
2. Each spring the COAS Faculty will elect a Chair, if necessary. Only current UPCC members who have served at least two years are eligible to stand for election as Chair. The Chair serves for two years. Once the Chair is elected, the Department that the Chair is from must elect a member to fill that empty slot.

Responsibilities: The UPCC shall:

1. Manage an orderly and systematic review of the curriculum at the course and program levels, ensuring that the scope and sequence of courses meaningfully scaffolds students across the undergraduate curriculum and provides them with an optimal environment for learning
2. Approve new courses and courses that have been substantially revised, ensuring that each course proposal includes at least one embedded assessment tied to one of our six COAS outcomes and meets the requirements of the proposed level (100, 200, 300, 400) and designation (Writing Intensive, Social Science Selective, etc.)
3. Assess courses every five years based on feedback from stakeholders including but not limited to data generated by the UPAC. Faculty and other stakeholders will be involved in generating and reviewing formative feedback to be used in the revision of courses, a process that will facilitate continuous curricular renewal.
4. Work closely with the Marketing Department to ensure that the Catalogue is up to date.
5. Communicate with the COP CC regarding the nine shared courses in P1 that pertain to both the Bachelors and the Professional programs.
6. Maintain the Policies and Procedures of this committee and revise them as necessary
7. Communicate with the Director of the Center for Teaching and Learning and the Director of Academic Support to facilitate Student Advising.

Accreditation Responsibilities: HLC core components 3A, 3B, 4A

Undergraduate Admissions & Progressions Committee (UAPC)

Membership – Members of the committee shall be appointed by the Dean of Arts and Sciences. The committee consists of two full-time faculty representatives from each academic department (from whom the Dean will appoint a Chair). The Registrar will serve as a voting *ex officio* member. The Vice President of Marketing and Enrollment Services, Chair of College of Pharmacy Admissions and Progressions Committee, Director of Admissions and the Assistant Vice President of Institutional Effectiveness will serve as non-voting *ex officio* members.

Student representation, chosen by the Student Government Association, shall be as follows (*denotes voting privileges):

- (1) First year, (1) Sophomore representative, (1) Junior representative*, (1) Senior representative*

Responsibilities – The Committee shall recommend to the faculty for its approval the minimum requirements for admission to the College's undergraduate program and procedures for evaluation of applications for admission.

1. They shall also work with the Admissions Office to assess applicants who may not meet the minimum requirements for admission, but who have other characteristics that might warrant their admission.*
2. The Committee will monitor the effectiveness of, and recommend changes to, the College's progression policy. The Committee will submit its recommendations to the faculty for approval.

The Committee will also recommend programs and activities aimed at helping students progress or remediate.

3. The Committee will monitor, assess and report on assigned HLC accreditation standards.
4. The Chair of the Admissions & Progressions Committee shall also serve as a voting member of the committee making academic dismissal appeal decisions and as a non-voting *ex-officio* member of the College of Pharmacy Admissions and Progressions Committee.

*If expertise needed to evaluate applicants who do not meet minimum requirements is not on the committee, the Dean can appoint a full-time faculty expert to review files and provide input and recommendations to the committee.

Undergraduate Programs Assessment Committee (UPAC)

Membership: This committee shall initially be composed of two full-time faculty representatives from each Department (Basic Sciences & Liberal Arts), the Assistant to the Dean for Assessment, one representative from Undergraduate Student Services, and three student representatives (one each from first year, sophomore, and junior years). The sophomore and junior student representatives may vote. The Director of the Center for Teaching and Learning, the AVP Institutional Effectiveness, and the CC Chair serve as *ex officio* members. The Dean of the College of Arts & Sciences shall appoint the chair for this committee. Members of this committee will be appointed by the Administrative Leadership Team for College of Arts & Sciences (COAS)

Responsibilities: This committee serves as the primary advisory/reporting body regarding student progress towards achieving stated learning outcomes in undergraduate programs (Assessment of Undergraduate Curricula). The Committee is responsible for reviewing data concerning assessment of student learning outcomes. The committee shall also:

1. Identify promising or exceptional assessment practices and communicate that information to the Arts & Sciences faculty as well as the Office of Institutional Effectiveness.
2. Establish procedures and practices by which program assessment findings may be connected and aggregated.
3. Communicate with the Undergraduate Curriculum Committee about student achievement of stated learning outcomes in each program (as well as across programs) and make evidence-based recommendations for possible curricular modifications.
4. Submit a detailed annual report to the Dean of Arts & Sciences with copies to the Office of Institutional Effectiveness and the Center for Teaching and Learning.
5. Select and schedule Assessment Day activities.
6. Report previous academic year assessment results to the COAS Faculty at the beginning of the following academic year.
7. Assist the Director of the Center for Teaching and Learning in identifying potential areas for professional development activities with respect to college teaching and learning.

Accreditation responsibilities – HLC core components 3A, 3B, 3E, and 4B.

College of Pharmacy (COP) Committees

College of Pharmacy Curriculum Committee (COP CC)

Membership: The committee members will include 14 members, with 10 having voting privileges:

The voting members will include:

1. One full-time faculty representative elected from each division of the Pharmacy Practice Department (three year staggered term preferred)
2. Three full-time faculty representatives elected from the Department of Pharmaceutical and Administrative Sciences (three-year staggered terms preferred).
3. Chairs from the Department of Pharmacy Practice and Department of Pharmaceutical and Administrative Sciences.
4. Student representatives from P1-P3 of the PharmD program; total of two student votes; students to determine who votes.

Non-voting members will include:

1. Chair, at the Associate Professor level or higher (preferably tenured), elected by the College of Pharmacy faculty from those who have served at least one year on the CCAC within the last three years.
2. Director of Experiential Education and Associate Dean for Academic Affairs.

Responsibilities:

1. Be responsible for ensuring adherence to appropriate ACPE standards and guidelines.
2. Update the professional curriculum “map” as courses are added, removed, or modified.
3. Review courses and experiences for inclusion in the professional program to ensure course proposals are adherent with ACPE standards (and all associated appendices) and other published outcomes for the Pharm.D. Program.
4. Perform course effectiveness monitoring, as needed, in conjunction with Departments and the College of Pharmacy Program Assessment Committee.
5. Communicate with the college and department faculty on curriculum issues.

College of Pharmacy Admissions & Progressions Committee (COP APC)

Membership: This committee shall be composed of 16 members, with 8 having voting privileges. The voting members will include: three full-time faculty representatives from the Department of Pharmacy Practice, three full-time faculty representatives from the Department of Pharmaceutical and Administrative Sciences, and a total of three student representatives, one each from P1-P3 of the PharmD program (total of two student votes; students to determine who votes). The voting faculty from the Department of Pharmaceutical and Administrative Sciences and the Department of Pharmacy Practice will serve staggered three-year terms.

Non-voting members will include: the Chair (full-time faculty member, preferably appointed from the prior year’s representatives); the Senior Analyst, Institutional Research & Assessments; the Registrar; the Chair of the College of Arts and Sciences Admissions and Progressions Committee; the Director of Admissions; the Assistant Dean for Student Academic Affairs; and the Professional Admissions Specialist.

The Admissions Review Subcommittee will be the standing subcommittee of the Admissions and Progressions Committee. The subcommittee will be composed of all voting faculty members of the Admissions and Progressions Committee, the Chief Diversity Officer, the Director of Community Standards and Education, and the Assistant Dean for Student Academic Affairs. The Registrar, Director of Admissions, and the Professional Admissions Specialist will serve in an advisory role and do not have voting privileges.

The Dean of the University of Health Sciences & Pharmacy will appoint the Chair and members of this committee annually, with continuity and/or assessment experience as a consideration.

Responsibilities: The Committee shall:

1. Recommend to the faculty for its approval the minimum requirements for admission to the College of Pharmacy (COP).
2. Determine procedures for evaluation of transfer applicants for admission to the COP.
3. Review and assess applications of those who do not meet minimum requirements*, in conjunction with Enrollment Services.
4. Monitor the effectiveness of, and recommend changes to, the College of Pharmacy's progression policy.
5. Monitor for compliance with appropriate ACPE accreditation standards.
6. Be represented on the committee that reviews student academic dismissal appeals. (i.e., a representative of the College of Pharmacy Admissions & Progressions Committee who shall serve as a voting member).

*If expertise needed to evaluate applicants who do not meet minimum requirement is not on the committee, the Dean of Pharmacy can appoint a faculty expert to review files and provide input and recommendations to the committee.

University of Health Sciences and Pharmacy Assessment Committee

Membership: This committee shall be composed of 12 members, with 7 having voting privileges. The voting members will include: two full-time faculty representatives from the Department of Pharmacy Practice, two full-time faculty representatives from the Department of Pharmaceutical and Administrative Sciences, one full-time faculty representative from the Office of Experiential Education, and three student representatives from P1-P3 of the PharmD program (total of two student votes; students to determine who votes). Non-voting members will include: the Chair (full-time faculty member, preferably appointed from the prior year's representatives); the Senior Analyst, Institutional Research & Assessments (ex officio); the Assistant Dean, Curriculum & Assessment (ex officio); the Director of the Center for Teaching and Learning (ex officio); and the Assistant Vice-President for Career Services and Education (ex officio). The Dean of the College of Pharmacy will appoint the Chair and members of this committee annually, with continuity and/or assessment experience as a consideration.

Responsibilities: This committee will serve as the primary advisory/reporting body regarding student progress towards achieving learning outcomes in the Pharmacy Program (Assessment of Pharmacy Curriculum). The Committee is responsible for reviewing data concerning assessment of student learning outcomes.

The committee shall also:

1. Identify promising or exceptional assessment practices and communicate that information to the Pharmacy faculty as well as the Office of Institutional Effectiveness

2. Establish procedures and practices by which program assessment findings may be connected and aggregated;
3. Collaborate with the Pharmacy Program Curriculum Committee (i.e., COP CCAC) about student achievement of stated learning outcomes in the program and make evidence-based recommendations for possible curricular modifications;
4. Assist the Director of the Center for Teaching and Learning in identifying potential areas for professional development activities with respect best practices in assessment in teaching and learning.
5. The PPAC will be responsible for monitoring accreditation standards #24 and #25.

Continuing Professional Development (CPD)

Membership: The Chair and members of this Committee are appointed by the Dean of Pharmacy. The Committee shall include the Continuing Professional Education Administrator, Associate Dean for Postgraduate Education and at least four full-time faculty members who are registered pharmacists. Normally, two-year appointments shall be staggered so that approximately 50% of the members change in any academic year. The Dean of Pharmacy, Pharmacy Practice Department Chair, and Director of Alumni Relations shall serve as ex-officio non-voting members of the committee.

Responsibilities: The Continuing Professional Development Committee will help direct and develop Continuing Pharmacy Education sponsored by the College.

The committee is further responsible for the approval of all Continuing Pharmacy Education Programs upon review and evaluation of program quality and ensuring that all programs meet standards as established by the Accreditation Council for Pharmacy Education (ACPE) and/or accrediting bodies governing continuing education

8. Administrative Committees

These are committees in which most members are appointed by the administration and for which the responsibilities are also specified by the College president and deans.

a. Administrative Leadership Team

The Administrative Leadership will provide overall guidance for academic matters at the College.

Membership: The Administrative Leadership Team shall consist of the Dean of Pharmacy and Dean of Arts & Sciences who will co-chair the committee. All Associate and Assistant Deans, all Department Chairs, one representative from Undergraduate Student Services and one representative from Professional Student Affairs as appointed by the deans will serve on this committee. The Dean of Pharmacy and the Dean of Arts & Sciences may invite guest faculty, students, staff or other administrators as needed to attend committee meetings when their specific expertise or knowledge is helpful for informing particular policy decisions.

Responsibilities: The Administrative Leadership Team serves in an advisory capacity to the Deans. This college committee will provide a central body to reinforce institutional mission and values, advise the Deans on college-wide policy, assist the Deans with academic strategic planning, address college-wide issues and concerns as they arise, and delegate charges to appropriate committees or

task forces.

The committee will meet monthly at a minimum.

b. Administrative Leadership Team for College of Arts & Sciences (COAS)

Membership: The committee shall be chaired by the Dean of Arts & Sciences and shall consist of the Chair of the department of Liberal Arts, the Chair of the department of Basic Sciences, any Associate or Assistant Dean, and the Director of Undergraduate Student Services. The Dean may add others to the committee as determined by the needs of the college.

Responsibilities: The Administrative Leadership Team for the College of Arts and Sciences serves in an advisory capacity to the Dean of Arts & Sciences. The Administrative Leadership Team will monitor implementation of college policies, oversee the budgeting process for COAS, monitor compliance with HLC criteria, periodically communicate with the Undergraduate Program Assessment Committee (UPAC) to ensure that adequate resources are available for assessment of the B.S. degrees' effectiveness, periodically communicate with other COAS committees as needs and/or issues arise, and advise the Dean on college policies as needed.

c. Administrative Leadership Team for College of Pharmacy (COP)

Membership: The committee shall be chaired by the Dean of Pharmacy and shall consist of the Chair of the department of Pharmacy Practice, the Chair of the department of Pharmaceutical and Administrative Sciences, the Associate Deans, and the Director of Professional Student Affairs. The Dean may add others to the committee as determined by the needs of the college.

Responsibilities: The Administrative Leadership Team for the College of Pharmacy serves in an advisory capacity to the Dean of Pharmacy, monitors implementation of College of Pharmacy (COP) policies, oversees the budgeting process for COP, monitors compliance with assigned ACPE standards (# 5-7, 9, 18, 19, 23), and periodically communicates with all COP committees to ensure they are adequately resourced to achieve their charges.

d. Bias Incident Response Committee (BIRC)

Membership: The BIRC is chaired by the Chief Diversity Officer with support from the Office of Diversity and Inclusion and will be comprised of six core members: two faculty members appointed by the Faculty Senate, two staff members appointed by the Staff Council, and two student members appointed by the Student Government Association.

BIRC members will have experience, education, or receive training in the areas of cultural competency, discrimination, intolerance, and privilege, and restorative measures to prevent and address bias incidents and hate crimes when they occur.

The Vice President of Student Affairs and the General Counsel will serve as resources to the BIRC. Outside consultants and experts will be retained to train the BIRC or provide services needed to affect this policy.

Responsibilities: BIRC is a committee established by the president to develop a restorative and socially just response to incidents of bias and hate crimes. This committee:

1. Serves as a support group with expertise to serve as a first-responder and develop strategies to address issues that have broader implications for groups or campus climate.

2. Will coordinate the handling and response to any report of a bias related incident or hate crime.
3. Will assist college administrators to develop an investigation plan, ensure that applicable policies for adjudication are allowed, and develop an appropriate response for addressing the harm to individuals and the community.
4. Will monitor the adjudication of bias incidents and hate crimes to ensure that appropriate policies and procedures governing faculty, staff or students are followed in a prompt and timely manner.
5. Will take appropriate steps to ensure all reports of bias incidents and hate crimes are properly recorded in a BIRC log and the campus crime log
6. Submit an annual report summarizing the BIRC log to the college president for distribution to the college community.
7. Will review incidents and make recommendations on education and training initiatives to the Vice President of Student Affairs and Director of human resources.

e. Academic Honor Code Committee (AHCC)

Membership: Each College shall have an HCC that shall be composed of the following:

- Dean (or their designee)
- Three faculty representatives from each academic department appointed by the Dean of their respective colleges
- One student representative from each year of the curriculum, appointed by the Student Government Association
- For the COP, the Assistant Dean for Student Academic Affairs
- Other members as appointed by the Dean

Responsibilities

- The Honor Code Committee (HCC) shall meet regularly throughout the year to uphold the Academic Honor Code and Integrity Policy.
- The HCC will meet within the first week of the fall semester to review the bylaws and elect co-chairs from their number
- When a Report of Academic Dishonesty is received and the appropriate Dean has determined the matter suitable for hearing, the HCC shall assemble a group of its members, hereafter referred to as the Panel, to conduct a hearing of the Report of Academic Dishonesty and decide whether it constitutes a violation of the Academic Honor Code and Integrity Policy. If the Panel concludes that the Policy was violated, then the Panel will issue a determination of the severity of the violation and the appropriate sanctions.

Article 7 – Amendments of Bylaws

Definition of Faculty Bylaws: Section X, XI, XII.

In order to assure that the Bylaws are kept current and reflect the procedures at the University, these Bylaws should be reviewed by the Faculty Senate at least once every five years. In the event that changes are necessary prior to this review, amendments may be proposed by any member of the faculty through

the Faculty Senate or an ad-hoc committee constituted for this purpose by the Deans or the President of the University.

A. Faculty changes to the Bylaws*

These Bylaws may be amended through the following procedures:

1. Proposed amendments shall be distributed to each voting-eligible faculty member at least 15 days prior to discussion at a regular or special meeting of the faculty.
2. Approval of proposed amendments requires that a ballot vote be cast by a majority (more than 50%) of all voting-eligible faculty members. And of those, an affirmative vote by at least two-thirds is necessary for the amendment to pass.
3. Amendments to the Bylaws approved by the Faculty are forwarded by the Senate President to the President of the University and shall become effective upon approval by the Board of Trustees.
4. Any changes to the Faculty Bylaws need to be disseminated to the Faculty by the President of the University within 30 days of Board of Trustees' approval.

* Any changes being done to the Faculty Bylaws should follow the statement of shared governance (Appendix 1)

Section XI: Faculty

This section provides general information and guidelines regarding faculty responsibilities to the University and the University's responsibilities to faculty.

A. Membership and Responsibilities

Faculty members are employees of the College holding full or part time academic appointments, including the President of the College, the Vice President of Academic Affairs/Dean of Pharmacy, the Vice President of Student Affairs/Dean of Arts and Sciences, Assistant and Associate Deans, and Department Directors. Additionally, individuals contracted to provide instruction and/or engage in scholarly activity and holding academic appointments at the College are members of the faculty, irrespective of compensation source.

Responsibilities of the faculty include:

- Development, organization, delivery, and improvement of the curriculum. (ACPE std 9-10, 12-15; HLC std 2, 3)
- Deployment of teaching and learning methods that have been shown through curricular assessments to produce graduates who become competent pharmacists by ensuring the achievement of the stated outcomes, fostering the development and maturation of critical thinking and problem-solving skills, meeting the diverse learning needs of students, and enabling students to transition from dependent to active, self-directed, lifelong learners. (ACPE std 11; HLC std 3)
- Participation in the development and implementation of criteria, policies, and procedures for decisions on selection, enrollment, transfer credit/course waivers, progression, retention, and graduation of students. (ACPE std 17-19; HLC std 1)
- Commitment to developing professionalism and fostering leadership in students and serving as mentors and positive role models for students. (ACPE std 21; HLC 1,3)
- Maintenance of required professional and academic expertise, contemporary knowledge and abilities in current educational philosophy and techniques, and a commitment to the advancement of the profession and the pursuit of research and other scholarly activities. Faculty whose responsibilities include the

practice of pharmacy must satisfy all professional licensure requirements that apply to their practice. (ACPE std 25; HLC std 4)

- Execution of governance roles as described in College's bylaws, policies, and procedures. (ACPE std 7; HLC std 1)
- Contribution to development, implementation, and regular revision of strategic plans. (ACPE std 2)

B. Academic Rank and Appointments

University of Health Sciences & Pharmacy recognizes academic ranks as important indicators of faculty accomplishment and competence. The University supports the following academic ranks for faculty members with full-time appointments: Professor, Associate Professor, Assistant Professor, and Instructor. Further, the University designates faculty without full-time appointments as “adjunct” followed by the appropriate academic rank (i.e., Professor, Associate Professor, Assistant Professor, and Instructor). Academic ranks for preceptors may also be the same, with the designation "Adjunct Experiential" preceding the rank. Faculty may be granted Emeritus status by action of the Board of Trustees.

The circumstance of some faculty members' employment differs from those of the faculty at large. For example, faculty whose positions are fully or jointly funded by another company or organization and the University, will be designated as either full-time or adjunct faculty on an individual basis. The university details the conditions of that employment in their appointment letter, and their title will reflect their status.

Adjunct, adjunct experiential and emeritus faculty may attend and actively participate in faculty meetings. Their voting privileges are stipulated in the Faculty Bylaws.

Minimum criteria for appointment or promotion to each academic rank for full-time and adjunct faculty are as follows:

1. Instructor

- a. Bachelor's, Master's, Doctor of Philosophy, Doctor of Pharmacy or other professional degree
- b. Clear evidence of the potential to succeed in teaching and service roles

2. Assistant Professor

- a. One of the following:
 - i. Doctor of Philosophy degree; or
 - ii. Doctor of Pharmacy degree with additional residency and/or fellowship training; or
 - iii. Master's or professional degree and two or more years of teaching or practice experience of the type expected in the position to which the person is appointed
- b. The potential to carry the responsibility of a major teaching activity such as a complete didactic course, the laboratory portion of a required course, or a clinical clerkship
- c. The potential for scholarly activity and service functions in a college setting

3. Associate Professor

- a. The highest degree customarily recognized in the candidate's field
- b. Five or more years of teaching experience
- c. Evidence of sustained excellence in teaching, scholarly activity and service functions in a college setting

4. Professor

- a. The highest degree customarily recognized in the candidate's field
- b. Ten or more years of teaching experience at the level of Assistant Professor and Associate Professor
- c. Evidence of sustained excellence in teaching, scholarly activity and service functions in a college setting
- d. A nationally recognized record of academic and scholarly achievement

The description of and requirements for each faculty position are developed by the Dean and Department Director responsible for the academic area in which the position resides. The search for candidates for a position and the compilation of application materials are primarily the responsibility of the Department Director, except when someone else is appointed by the Dean to chair a search committee. As a general policy, each opening shall be advertised and applications accepted in accordance with the College's Recruitment and Hiring Process (Section II, part E). The College provides and promotes equal employment opportunities without regard to race, color, religion, national or ethnic origin, disability, age, gender, veteran status, or other protected class (Section II part A).

Faculty rank at initial appointment is determined jointly by the Dean and Departmental Director, and is based on the candidate's academic and professional credentials. Initial adjunct ~~clinical~~ experiential faculty appointment and promotion for adjunct experiential appointments is determined by the policies outlined by the Office of Experiential Education. Initial appointment letters will clearly indicate whether initial appointment is on a tenure or non-tenure track. Faculty with tenure-track appointments at the rank of assistant professor normally serve a three-year mid-probationary period. In addition to the annual faculty evaluation, a formal review of the candidate is conducted during his/her third year as described in Section XI, D.8. Faculty with non-tenure track appointments at the rank of Assistant Professor serve a three-year mid-promotional period. In addition to the annual faculty evaluation, a formal review of the person is

conducted during his/her third year as described in Section XI, D.8. A full-time faculty member with a non-tenure track appointment may apply for an available tenure-track line, and if appointed to the position, up to three (3) contiguous years of the faculty member's UHSP experience immediately prior to the change, may be applied toward tenure.

C. Faculty Assessment and Evaluation

The University is committed to an ongoing program of regular faculty and administrative assessment and evaluation. The purpose of this program is to provide a mechanism whereby the University will actively engage in self-assessment aimed at enhancing the academic, professional, and personal experience for all faculty and students.

Faculty performance generally will be evaluated according to criteria such as that described below and in Section XI, Parts D, I, and J.

1. Teaching Performance

Teaching performance may include, but not be limited to, the following: teaching load; knowledge of subjects taught; appropriateness of course content; presentation skills; developing ability-based outcomes and promoting student-active learning in courses taught; assessment of student learning; efforts to assist learning and increase interest in subjects taught; degree of proficiency attained by students in courses taught; and general course administration.

2. Scholarship, Research, and Other Creative Work [Scholarly Activity]

Scholarly activity may include, but not be limited to, the following: original research; development of research proposals for funding; innovative scholarship endeavors; quality and quantity of publications; patents; presentations at professional meetings; creative works; honors and awards; development of new courses; and development and evaluation of teaching materials.

3. Service to the University, One's Academic Discipline, the Pharmacy Profession (When Applicable), and Community

Service to the University may include, but not be limited to, the following: academic advising; working on University committees; performing special University assignments; administrative duties; presenting University-sponsored continuing education programs; program creation; and working with students in extracurricular activities. Academic advising is a particularly important service activity, given the University's strong emphasis on student services.

Service to one's academic discipline, the pharmacy profession (when applicable), and community may include, but not be limited to, the following: working as an officer or committee member in professional organizations; developing and/or presenting continuing education programs to health professionals and the public; giving invited lectures; consulting or providing other services not directly sponsored by the College; and using one's expertise to benefit the community in which one lives.

4. Clinical Site Responsibilities

Clinical site responsibilities for faculty in the Pharmacy Practice Division may include, but not be limited to, provision of patient care services; supervision of clerkships, externships, and residencies; and consultations with professional staff at the person's designated pharmacy practice site.

5. Professional Growth and Personal Characteristics

This aspect of faculty performance includes displaying traits that contribute to a faculty member's intellectual breadth and depth, responsibility, and maturity. These traits may include, but not be limited to, the following: efforts to increase knowledge and professional skills through participation in professional meetings and workshops; taking advanced coursework; developing teaching skills; practicing individual inquiry. Faculty are expected to exhibit sufficient interpersonal skills to be effective teachers balanced with a consideration of others and a willingness to cooperate by working harmoniously with others while maintaining independence of thought and action.

In addition, faculty are expected to demonstrate high standards of professional and interpersonal conduct as they fulfill their responsibilities to the College. Personal integrity, fairness, cooperation, and discretion

in dealing with items of a sensitive nature are expected of faculty and will be considered in evaluations.

D. General Procedures for Faculty Evaluation

Annual evaluations of full-time faculty will be based in part on the plan, report, and review described in the following pages. The Department Director and the appropriate Dean will determine the appropriate method of evaluation for each adjunct faculty members.

1. Annual Plan

Each faculty member is to complete an annual plan at a time agreed upon within the Department. The purpose of this plan is to help faculty define their objectives for the year and align their goals with those of the College. The plan should be mutually acceptable to the faculty member, the Department Director, and the appropriate Dean.

The format of these plans is determined by the Academic Executive Committee to enable alignment between departments. At a minimum, this plan should specifically address the following: teaching responsibilities; scholarly activity; service to the College and profession; committee participation and committee effectiveness; clinical site responsibilities (when appropriate); professional growth; and administrative responsibilities (when appropriate).

2. Annual Report

An annual report is to be submitted to the Department Director at a time agreed upon within the Department. The purpose of this report is to assess the extent to which the faculty member's annual plan was carried out. Each faculty member is expected to write a report that summarizes and self-assesses his/her principal activities and achievements for the year, using the annual plan as a reference point. This report should become part of the faculty member's dossier when he/she applies for promotion and/or tenure.

3. Annual Review

The Department Director will complete an annual performance review of each faculty member in that Department. Copies of this review are to be given to the faculty member and the appropriate Dean.

When conducting an annual review, the Department Director should consult the following: the faculty member's annual plan and annual report; available student evaluations of the faculty member's instruction and academic advising; evaluation of the faculty member's involvement and effectiveness on faculty and other committees; and peer evaluations of the faculty member's teaching that may have been done during the year. Annual reviews, past and present, will be utilized in making recommendations for salary increases, promotion, and tenure.

4. Student Assessment and Evaluation of Courses

In cooperation with the Director of the Office of Teaching, Learning & Assessment, faculty are expected to conduct student evaluations for each course they teach. Although a defined set of evaluation questions must serve as the core of all course evaluations, faculty members are encouraged to develop additional evaluation questions that reflect what they are attempting to achieve in the course. The results of student evaluations are forwarded to the Department Director. After the Department Director has reviewed them, the data will be forwarded to the faculty member. A copy of the results will also be retained by the appropriate Dean.

Assessments to provide feedback for the improvement of courses may be designated by instructors according to their needs and the issues and problems they face. When conducted early in the semester, they permit the instructor to use the results to improve the course as it is in progress. This also conveys to the students that their views are important to the College.

5. Student Evaluation of Academic Advising

The Vice President of Student Affairs will solicit student evaluations of the effectiveness of faculty who serve as academic advisors. The results of these evaluations are reviewed by the Vice President of Student Affairs, and then forwarded to the appropriate Department Director. After the Department

Director has reviewed them, the data will be forwarded to the faculty member. A copy of the results will also be retained by the Vice President of Student Affairs.

6. Faculty Peer Reviews

Peer review is a procedure designed to foster and enhance faculty development by having faculty colleagues provide constructive feedback to individual faculty for purposes of helping improve one's teaching style and effectiveness. A peer may be a College faculty member or a colleague from another college or university. All faculty are eligible to serve as peer reviewers for the purpose of providing constructive evaluation of another person's teaching. Peer reviewers should be mutually acceptable to the faculty member and his/her Department Director.

A peer review should occur for all new faculty during the second semester of their first full year with the College. Other faculty should receive a peer review evaluation at least every three years prior to being awarded tenure and at least every five years after the awarding of tenure. An individual faculty member or Department Director can request a more frequent interval.

The feedback received through the peer review process will be shared with the Department Director. A copy of the feedback will be given to the faculty member and used to develop his/her next annual plan. The precise mechanisms for peer review are the responsibility of the faculty in each Department within the College. They are not spelled out in the *Faculty-Staff Handbook* due to intrinsic difference among the academic departments.

7. Administrative Review

Administrative reviews are designed to foster and enhance the personal development of College administrators through the provision of constructive peer and faculty feedback regarding their administrative skills and performance. Feedback for the appropriate Dean and Department Directors will be obtained in whatever manner the parties being evaluated deem appropriate, but an important component of this review will be an annual, anonymous review by faculty members directly affected by that administrator's responsibilities. This evaluation will be conducted during the spring semester of each academic year by the administrator responsible for the person being evaluated (i.e., the President will conduct the evaluation of the Dean of Pharmacy and Dean of Arts & Sciences and the appropriate Dean will do likewise for the Department Directors).

8. Three-Year Review

During the spring semester of a tenure-track assistant professor's third year at the University, he/she will undergo a formative three-year review which will involve the Department Director, the appropriate Dean, and the Committee on Promotion and Tenure. At that time, the faculty member will present his curriculum vita, teaching portfolio, and evidence of scholarly activity to the Department Director who will convene at least three tenured faculty from the College to review the materials submitted. The Department Director will then report the results of this review to the Committee on Promotion and Tenure which will then review the materials itself and recommend whether the faculty member is making adequate progress toward eventual promotion and tenure. The results of this review should be used by the faculty member when he/she develops the next annual plan.

9. Response to Evaluations and Annual Reviews

A faculty member may file a written response to documents he/she feels are unfair and/or which overlook significant accomplishments. These rebuttals are to be submitted to the Department Director within two weeks of the receipt of the item being rebutted and they become attachments to any evaluation or review documents.

E. Notice of Reappointment

By March 1, each Department Director is to submit a recommendation to the Dean concerning the reappointment of any non-tenured faculty members. These recommendations are to be based on the individual's annual review(s), his/her annual plan for the current academic year, and other information made available to the Department Director.

A notice of reappointment, including salary or stipend, normally will come from the Dean by April 15, when an appointment letter will be sent to the faculty member, to be signed and returned to the appropriate Dean within 30 days, if the faculty member accepts the reappointment.

F. Notice of Dismissal

A notice of dismissal for non-tenured faculty with at least three years of service at the College will be given in writing by the appropriate Dean 12 months before expiration of the terminal appointment whenever feasible. Faculty with fewer than three years of service at the College could be notified by March 15 that their appointment will not be renewed for the next academic year. Faculty who receive a notice of dismissal may make a written appeal to the President and the results of the President's review will be final.

G. Faculty Resignation

A faculty member may terminate his/her appointment effective at the end of the appointment period. Written notice should be given to the Department Director and the appropriate Dean at the earliest opportunity, but no later than four weeks prior to the departure date. Notice of less than four weeks, or departure prior to the end of the appointment period results in forfeiture of accrued vacation.

H. Promotion and/or Gaining of Tenure

Ordinarily, an eligible faculty member will be considered for tenure up through the fall term of their sixth year of service at the University. Faculty with previous teaching experience (at other institutions or as non tenure track faculty at this University) may be considered for an early tenure decision as specified in Section J. Faculty denied early tenure can be reconsidered in a subsequent year. A faculty member may request an extension of the 6 year tenure-track period prior to the year of tenure review based on health issues or other significant life disruptions. Faculty failing to gain tenure after six years on the tenure track, or longer if the extension was granted, normally will receive a terminal appointment letter. Considerations for promotion for an eligible faculty member typically occur during the fall term of the sixth year of service at the University.

In order to be considered for "early promotion" or the "early award of tenure," the faculty member needs to receive the strong support of his/her Department. The case for early promotion and/or tenure is expected to be based on documented evidence of the candidate's superior service, teaching and/or scholarship. The criteria used to reach this judgment are to be clearly specified in the documentation supplied by the Department Director in support of early promotion. If a candidate's initial appointment letter indicated consideration for early promotion and/or the early granting of tenure, a statement to this effect is to be included in the letter from the Department Director to b o t h the department and university committees on promotion and tenure.

Although ultimately it is the responsibility of each Department Director, through annual reviews and annual plans, to assist faculty in preparing for rank and tenure advancement, it is desirable to have a member(s) of the respective Department assigned to work with the candidate as a mentor(s) in the preparation of his/her promotion and tenure dossier. The strongest applications for promotion and tenure will usually be those that receive the endorsement of the candidate's Department.

To be considered for promotion and/or the granting of tenure, the faculty member must submit to his/her Department Director and the Chair of the Promotion & Tenure Committee the following on or before October 15:

1. Letter of application

This letter should include, among other things: summaries of one's accomplishments in teaching, service, and scholarship; the identification of two or three of one's most meritorious scholarly contributions; and a

statement indicating how the applicant would like the Committee to weight their contributions to the College and the profession.

2. Complete dossier, including, for example, the following materials:

- a. Cover letter/Letter of application to the Dean or Promotion and Tenure Committee Chairperson
- b. Executive summary
- c. Table of contents
- d. Curriculum vitae
- e. Teaching
 - a. Narrative Summary
 - b. Teaching portfolio (Interpretation/Justification for including the following materials)
 - i. Self-Assessment of Teaching
 - ii. Teaching responsibilities including an indication of the faculty member's role
 - iii. Samples of teaching materials (Including evidence demonstrating improvement)
 - iv. Student evaluations of teaching
 - v. Peer assessments/evaluations of teaching
 - vi. Support and contributions to college-wide initiatives and efforts to create a professional learning environment for students
- f. Scholarly activity and other creative work
 - a. Narrative Summary
 - b. Scholarship portfolio
 - i. Examples of completed research/scholarship
 1. Description of the project
 2. Level of involvement in the project
 3. Peer reviewed or non-peer reviewed
 4. Impact of the project
 5. Funding
 - ii. Ongoing research/scholarship
 1. Description of the project
 2. Level of involvement in the project
 3. Proposed date of completion
 4. Plans for dissemination
 5. Funding
 - c. Self assessment of scholarly activity
- g. Service
 - a. Narrative Summary
 - b. Service portfolio
 - i. Service to the college
 1. Offices held
 2. Descriptions of contributions
 - ii. Service to the profession
 1. Offices held
 2. Descriptions of contributions
 - c. Self assessment of participation in service activities
- h. Practice of Pharmacy (when applicable)
 - a. Narrative Summary
 - b. Description of practice site
 - c. Practice achievements
 - d. Metrics related to practice
 - e. Assessments of practice
 - i. Peer, administrative, and/or healthcare professionals
 - f. Self assessment of practice
- i. Administrative activities (when applicable)

3. Letters of evaluation

- a. All tenure and/or promotion dossiers must be accompanied by two or more letters of evaluation from individuals outside the institution. The role of these letters and the qualifications of external reviewers should be described in the Department's tenure and promotion criteria and guidelines.
- b. The FPTC reserve the right to solicit additional letters of evaluation from individuals inside or outside the University. These individuals may be asked to evaluate the applicant's professional and scholarly accomplishments based on the information provided in the candidate's curriculum vita, teaching portfolio, and a copy of the College's standards as defined in an appropriate description of the criteria.
- c. A letter from the Department Director accompanying a candidate's application should describe and evaluate that person's responsibilities within the Department, stating the percentage of his/her load linked to instruction, scholarship, service, and practice over the time period covered in the dossier with a particular focus on the more recent years. The criteria and/or evaluative procedures used should be included in the assessment. In cases where a faculty member has a nontraditional appointment, the Department Director and/or appropriate Dean are to indicate the criteria to be used in judging a candidate's accomplishments.
- d. An independent letter of evaluation from the Department Promotion and Tenure Committee, which includes the names of external reviewers, a specific recommendation for promotion and/or tenure based on departmental criteria regarding the faculty member's request, and the names and signatures of the departmental committee members.

4. Timetable for Promotion Decisions

The Promotion & Tenure Committee normally will make its recommendation to the appropriate Dean by December 15. The appropriate Dean will add his/her recommendation to that of the Committee and forward the application and recommendations to the President of the University. The President will present the application and accompanying recommendations, including his/her own, to the Board of Trustees. The Trustees' decision is final and may not be appealed. The faculty member will be informed of the Trustees' decision by April 1.

I. Promotion Criteria and Guidelines

Promotion is not the automatic consequence of either time spent at a certain rank or the completion of specific postgraduate educational programs. It is expected that individuals with the rank of Associate Professor or Professor will have achieved the terminal or highest degree in one's discipline. However, it is recognized that occasionally an exceptionally productive individual may be promoted to associate or full professor without having earned the highest degree in his/her field. Granting tenure to a faculty member who has not earned the terminal degree in his/her field should be a rare occurrence that recognizes many years of service and experience in his/her profession.

Individuals with heavy administrative responsibilities will be evaluated on the quality of their administrative service as well. Faculty at the rank of assistant professor should be discouraged from assuming significant administrative responsibilities. Administrative service does not diminish the importance of excellence in teaching, scholarly activity, and professional practice.

Promotion is granted in recognition of contributions to the mission of the College through accomplishments in the following:

- Teaching [peer recognition for teaching, student and resident acclaim/respect/rapport, awards for teaching, initiatives taken in clinical practice as well as course & curricular design, keeping current in teaching field, collaboration with other faculty in instructional development]
- Advancing pharmacy practice (when applicable)
- Scholarly activity and other creative work [books, contributed chapter(s) to monographs, publications in peer reviewed journals, reviews in recognized compendium, frequency of citations of one's publications by peers, editor of monograph or scholarly journal, national and regional awards for research and

scholarship, inventions and patents, presentations including oral and poster presentations at national and regional meetings]

- Service in and outside the University [years of service at the University, committee work, contributions to the Department, special assignments, service as an academic advisor, advisor for student organizations, service and contribution to clinical practice sites, involvement in professional organizations and external awards and recognition for service]
- Academic administration (when applicable)

Each Department is encouraged to create for its faculty a set of criteria for promotion to the various ranks that meet or exceed those established by the College Committee on Promotion and Tenure.

J. Tenure Criteria and Guidelines

Tenure, as used at the University, means the right of a faculty member to receive an annual renewal of contract except when terminated for cause, reduction in force or as otherwise specified in Part M of this Section. Their appointment may be renewed annually or on a multi-year basis. Tenure status may be granted to faculty members who have a record of sustained contribution to the mission of the University as evidenced by exemplary performance in teaching, professional practice (when applicable), scholarly activity and University service. Tenure is normally gained only by full-time faculty members with the academic rank of associate professor or professor.

Faculty receiving tenure track appointments with teaching experience at another college, may have up to three (3) years of their previous experience count in their tenure evaluation. The University administration may deviate from these guidelines in appropriate circumstances.

A faculty member may request to transfer from the tenure track to the non tenure track prior to being considered for tenure. However, once such a move is made, the faculty member may not revert back to the tenure track. Faculty members converting to the "non tenure track" may receive annual or multi-year contracts. Contract renewal will be based on performance and annual reviews as described in Part D of this Section.

K. Termination of Non-Tenured Faculty

Circumstances may arise which make it necessary and appropriate for the University to terminate the appointment of a non-tenured faculty member prior to the end of an academic year. Examples of circumstances which would constitute adequate cause for such action may include, but not be limited to: the inability of the faculty member to fulfill his/her duties and obligations; academic incompetence; neglect of duty; a serious violation of University policies and/or the faculty member's responsibilities as outlined in the *Faculty Handbook*; or admission to or conviction of a violation of the criminal code. The determination to take such action is made by the faculty member's Department Director and the appropriate Dean. The appropriate Dean will notify the faculty member in writing, specifying the reason(s) for the termination. Within 10 days of receipt of the notice of dismissal, the faculty member may submit a written request to the President for his/her review of the termination decision. The appeal should include a copy of the dismissal notice and any written statement or other information the faculty member deems appropriate. The faculty member may be assigned to other duties or suspended with or without pay during the appeal process. The determination of the President will be in writing and will be final.

L. Conditions Under Which Tenure Ceases

Tenure, once awarded, is normally maintained continuously, but could be lost by reason of any of the following:

- Retirement or resignation from the University.
- Assuming a part-time position at the University or being unable to fulfill contractual commitments. Exceptions may be made in the case of extended illness or if granted a leave of absence.

- Reduction in work force because of financial exigencies at the University, as declared by the Board of Trustees, or by the reorganization of an academic program. A person released for either of these reasons will be notified at least one academic year before such release occurs. In the event that a position eliminated for either of these reasons is reinstated at a later date, not to exceed five years, the individual who previously occupied the position will be given preference over other candidates.
- Termination of an appointment for tenured faculty may be effected by the University for adequate cause. Examples of adequate cause include, but are not limited to: academic incompetence; neglect of duty; a serious violation of University policies and/or the faculty member's responsibilities as outlined in the *Faculty Handbook*; or admission to or conviction of a violation of the criminal code.

Termination, or the threat of it, will not be used to restrain faculty members in their exercise of academic freedom or their rights under the law.

M. Procedures to Follow in Case of Termination of Tenure for Cause

The initial determination of termination of a tenured faculty member for cause will be made by the Department Director and the appropriate Dean after consultation with the President. The appropriate Dean will notify the faculty member in writing, specifying the reason(s) for the termination.

Within 10 days of receipt of the notice of dismissal, the faculty member may submit a written request to the President for his/her review of the termination decision. The appeal should include a copy of the dismissal notice and any written statement or other information the faculty member deems appropriate.

The President will convene a Review Committee consisting of five faculty members, two of whom will be selected by the appellant, two selected by the President, and one selected by these four Committee members. Within 30 days of convening the Committee, the review process of the decision to terminate for cause should be completed under normal circumstances. If the proposed termination is to effect a reduction in work force because of financial exigencies at the College, as declared by the Board of Trustees, or by the reorganization of an academic program, the Committee review will be limited to determining whether the faculty member's dismissal is arbitrary, capricious, or motivated by malice. The Committee will not make any findings with respect to the wisdom or necessity for the reduction in work force or academic program reorganization.

Following its review, the Committee will call a meeting of the President, appropriate Dean, Department Director, and the faculty member to present its findings. The Committee will either affirm or recommend reversal of the faculty member's dismissal. The Committee shall render its recommendation and the reasons behind it in writing to the President, appropriate Dean, and faculty member within one week after the meeting. At the completion of this process, the President will render a decision in writing to the appropriate Dean and the appellant affirming, reversing, or modifying the original dismissal notice.

In the event the appellant is not satisfied with the decision of the President, he/she may, within five days of receiving the decision, present an appeal in writing to the Board of Trustees. Included in this appeal should be a copy of the original dismissal notice, the decision of the Review Committee, the decision of the President, and any written statement or other information the appellant deems appropriate. The Board of Trustees, or its Executive Committee, will have final authority in the matter and may accept or reject, in whole or in part, the decision of the President. The Board may decline to act, may act upon the written record presented by the principals, or may first conduct its own investigation, inquiry, or hearing as it deems appropriate. The decision of the Board will be in writing and will be final.

The appeal process will terminate if the faculty member fails to appeal any decision within the times specified.

Until the final decision concerning termination of a tenured faculty member has been reached, the faculty member may be suspended, or assigned to other duties instead of suspension. Suspension is appropriate only pending completion of the appeals process. A suspension which is intended to be final is a termination, and will be dealt with as such. The faculty member's salary may continue during the period of suspension.

If the faculty member is terminated, he/she may receive salary beyond the effective date of the termination based on the recommendation of the Review Committee, subject to the approval of the President. Such decisions will take into account the length and quality of service of the faculty member and other relevant factors.

N. Procedures for Faculty Review and Update of Section XI

In order to assure that Section XI of the *Faculty-Staff Handbook* is kept current and reflects the procedures of the College, it will be subject to periodic review and update via the mechanisms defined in Article 7 of the Faculty Bylaws.

Approved by the Faculty, May 14, 2010

Approved by the Board of Trustees, June 8, 2010

Section XII: Faculty Rights and Responsibilities

A. Faculty Rights

Institutions of higher education exist for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free expression.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it responsibilities correlative with rights.

The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction and assessment, research, faculty status and standards. Faculty input is sought for those aspects of student life which relate to the educational process. Faculty members are entitled to resources adequate to perform their responsibilities.

The faculty sets the degree requirements, determines when the requirements have been met, and otherwise qualifies students and recommends them to the President and Board of Trustees to grant the degrees achieved.

Faculty are entitled to freedom in the classroom in discussing related subject matter. Faculty are free to pursue research and to publish their results. The exercise of these freedoms is not to impinge upon the full and adequate performance of their responsibilities, including, but not limited to, teaching service and research.

No faculty members (full-time or part-time) of the College shall use or attempt to use their official authority or position in the College, directly or indirectly to:

affect the nomination or election of any candidate for any political office,
affect the voting or legal political affiliation of any other employee of the College or of any student, or cause any other employee of the College or any student to contribute any time or money (whether as payment, loan, or gift) to the support of any political organization or cause, or
represent that any political party, political candidate, political issue, or partisan activity has the official or unofficial support of University of Health Sciences & Pharmacy.

The faculty member is a citizen as well as a member of a learned profession and an educational institution. While speaking or writing as a citizen, faculty are free from institutional censorship or discipline, but should realize they hold a special position in the community which imposes unique obligations. As a person of learning and an educational officer, the faculty member should remember the public may judge the teaching profession and this institution by his or her statements and behavior. Hence, at all times faculty should be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate they do not speak for the institution.

Procedural safeguards for academic freedom and individual responsibility, including, but not limited to, tenure, must be in place to ensure the maintenance of intellectual liberty and high standards in teaching and scholarship.

B. Teaching

1. Course Development and Administration

- a. Each course is to have a current syllabus, including course goals and learning objectives. Faculty will forward a current syllabus for each course to their Department Director, the library or the College intranet at the beginning of each semester.
- b. A new course proposed by a faculty member may be submitted to the Curriculum and Curricular Assessment Committee (CCAC) by an academic department. If approved by the Committee, the course proposal is distributed to the faculty. A vote in favor of the proposed course at a faculty meeting is required for approval.
- c. If there is a significant change in the direction or emphasis, as defined by CCAC policy, in the content, outcomes, or abilities taught in a course since its last approval, the faculty member will submit the syllabus for review and approval, as described in B1b.
- d. Offering a one-time course is an option for faculty. The process of course submission and approval are per the CCAC guidelines.

2. Teaching Responsibilities

Teaching responsibilities vary among faculty members according to abilities, interests and other work in accordance with Department and College needs. Teaching responsibilities will be made with the agreement of the faculty member and the appropriate Department Director. Adjustments in teaching responsibilities may be made because of research, administrative, clinical, or other faculty assignments. This agreement of the faculty member with the Department Director will be recorded as part of the faculty member's annual plan.

3. Examinations and Grades

- a. Final examinations are expected in all courses unless exempted by CCAC or if the instructor receives a waiver from the Department Director and the appropriate Dean. All final exams are to be given at the scheduled time; exceptions require the appropriate Dean's approval.
- b. The frequency and format of examinations are to be determined by the course coordinator. Course coordinators may attempt to coordinate the exam schedules within each class year to avoid multiple major examinations on the same day.
- c. Careful proctoring of all examinations is expected. In large or crowded classrooms, a minimum of two faculty or staff proctors is recommended. Every effort should be made to minimize academic dishonesty.
- d. The week preceding final exams is reserved for laboratory examinations. Lecture examinations are not to be given during this time.
- e. No examinations or other required course activities may be held during the Sacred Hours except when approved by the appropriate Dean.
- f. Graded work should be returned to students in a timely manner. Final examinations must be kept on file through the first 10 days of the following semester for students who wish to view them.
- g. A course syllabus should include: make-up, attendance and academic dishonesty policies as well as an explanation of the instructor's policy regarding how many days students should have after exams are returned or grades posted to resolve issues concerning exam results. If

a syllabus does not include such an explanation, such matters must be resolved within 10 days. Final course grade disputes must be resolved before the first day of classes the next semester.

- h. Mid semester grades for freshmen will be reported to the appropriate Department Director who then submits them to the Registrar.
- i. Final grades for all students are assigned by the course coordinator and must be reported to the appropriate Department Director who then submits them to the Registrar within 72 hours of the course's final exam time. Final course grades cannot be altered without the written consent of the course coordinator.
- j. The College's policy on student confidentiality is in accordance with federal guidelines and is published in the College's *Student Code* (available on the College's intranet).
- k. Faculty should identify students who are performing poorly or displaying behavioral problems in their course and recommend or refer such students for appropriate assistance.
- l. College policies related to academic matters are published annually in the College's *Student Handbook* (available on the College's intranet).

4. Class Attendance Policy

Each instructor must inform the students of the course attendance policy, preferably in the syllabus. Instructors will notify the Registrar as soon as possible at the start of each semester if any students on the class roster have not attended class or if any students are attending class who are not listed on the class roster.

5. Office Hours

As part of their teaching responsibilities, all faculty are expected to be available for student conferences outside of class. Reasonable student requests for appointments outside of scheduled office hours should be accommodated whenever possible.

6. Policy on Academic Dishonesty

- a) The definition of academic dishonesty and the policy regarding academic dishonesty, including the sanctions and method of appeal, are published in the College's *Student Code* (available on the College's intranet).
- b) When an infraction has been encountered, the instructor will notify the student, the appropriate Department Director, and the appropriate Dean in writing as soon as possible.

7. Policy on Non-Discrimination

The University does not discriminate against qualified persons on the basis of race, color, religion, national or ethnic origin, disability (where reasonable accommodation is appropriate), age, gender, sexual orientation, or any other factor prohibited by law. Faculty are to uphold the standards of the College Non-Discrimination policy with respect to students.

8. Procedures for resolving student grievances/complaints with course instructors are published in the University's *Student Code* (available on the University's intranet). The faculty member should be made aware of the complaint(s) against him/her and be given the opportunity to respond prior to any resolution of the issue.

9. Summer Activities

- a. Faculty members who are on nine-month appointments remain officially on the faculty throughout the summer, provided they have accepted new appointments with the College for the following year. Hence, they continue to enjoy all faculty privileges during the summer.
- b. Faculty members under twelve-month appointments will not receive additional salary for summer teaching, but may be released from other duties unless summer teaching is a normal expectation.
- c. A request for summer teaching may come from the faculty member, the appropriate Dean, or the Department Director, but with no obligation by any party.
- d. Under normal circumstances a minimum of ten students will be required for a course to be offered.

10. Americans with Disabilities Act of 1991

a. Faculty Rights

The University is committed to fully comply with the Americans with Disabilities Act of 1991 (ADA) which prohibits a public entity from discriminating against a qualified individual with a disability, or excluding such an individual from participation in, or denying the individual benefits of, any of the entity's services, programs or activities. As used in the ADA, the term disability means 1. A physical or mental impairment that substantially limits one or more life activities of the individual; 2. A record of such impairment; 3. Being regarded as having such an impairment.

The University will make reasonable accommodations to known physical or mental limitations of an otherwise qualified person. ADA defines reasonable accommodation as any modification or adjustment to enable a qualified applicant or employee to perform essential job functions.

b. Faculty Responsibilities

A student with a documented disability is entitled to reasonable accommodations as specified by the ADA (1991). Such accommodations may include, but are not limited, to extra time and private space for examinations. Such accommodations may be arranged by the instructor (who is then responsible for proctoring) or coordinated through the office of the Vice President of Student Affairs which then assumes responsibility for proctoring. In all cases a student's right to confidentiality must be protected.

C. Service

The period of service for a full-time faculty member will be designated in the individual's appointment letter. In the case of nine-month academic year appointments, this will normally begin one week prior to fall registration and continue through Commencement.

Attendance at Commencement is one of the regular duties of all full-time faculty members unless specifically excused by the appropriate Dean.

The responsibilities of all full-time faculty members are understood to include active participation in the academic life of the College. Such participation involves the teaching of classes and laboratories, being available for student conferences, advising students, being available during registration periods, attending College functions, and accepting a reasonable number of committee assignments. Full-time faculty members are expected to participate in student life activities. Faculty members should choose those activities that are consistent with their skills, interests, and preferences.

Some faculty members may serve as academic advisors to students in Years 2-6. Faculty who serve as academic advisors and attend to a full load (15-20 students) will fulfill an appointed committee assignment. Faculty should refer to the College's *Student Handbook* for further information

D. Research, Clinical and Scholarly Activities

All faculty members are expected to pursue activities that enhance and expand their teaching, professional, and/or research expertise. Individual, intra-, and inter-departmental group projects are appropriate and encouraged. Results will be shared with the scientific and educational community whenever possible.

1. Collaboration with Students

Involving students in faculty research is an excellent mechanism to cultivate their interest in a specialized subject area as well as promote the spirit of inquiry. A research project will, if appropriate, involve the student in as many aspects of scholarship as possible. Research projects and social projects done for credit fall under CCAC guidelines.

2. Proposal Development and Implementation

Copies or synopses of research proposals will include name(s) of investigator(s), budget, and responsibilities of the University and Department and must be approved by the Department Director, Business Office and appropriate Dean prior to submission. All proposals must include a budget, a timetable for implementation, a complete description of the work to be done, and the plan for analysis of the data.

Agreements on time commitment, funds, equipment ownership, and publication rights must be reached with the University before external funds can be accepted for research projects.

All projects and proposals involving human subjects are subject to Policies and Procedures established by the University's Institution Review Board (IRB). Failure to comply with IRB policy will result in sanctions.

All projects and proposals involving animals must be approved by an Animal Use Committee (AUC). Use of animals in research must be consistent with federal guidelines.

A. Internal funds

1. Research Incentive Fund

A research fund normally is budgeted each year for full and part-time faculty at the College to stimulate scholarly activity. The following guidelines relate to each submission:

- a. Priority will be given to proposals which incorporate the use of student investigators enrolled in the university.

- b. All expenses may be placed in the budgets of proposals except faculty salary replacement, faculty travel, and large pieces of capital equipment. Student travel assistance, data evaluation, secretarial support, and inexpensive equipment are allowable expenses.
- c. Proposals may be submitted for complete studies or for pilot studies for which future funding will be requested.
- d. Only in special circumstances will proposals for project continuations be funded.
- e. All proposals will be reviewed by a committee appointed by the Office of the Deans. The committee will evaluate and rank the proposals for funding.
- f. Results of research grant research must be submitted to the Office of the Deans within a reasonable time frame.

2. Creative Teaching Fund

A creative teaching fund is normally budgeted for full and part-time faculty. The awards will be selected using the following criteria:

- a. an idea from the literature that is grounded in theory and has supporting evidence of efficacy to improve teaching and learning.
- b. a novel idea that is assessed using action research with a plan to evaluate its success on enhancing learning, student satisfaction or student cognitive/moral development.
- c. Proposals should be no more than three pages in length and should not exceed \$1000.

B. External Funds and Reporting

One route of scholarly activity for faculty to pursue is to solicit extramural grants, contracts, and funding for scholarly and clinical activities. Policies that address external research funding can be found in the Faculty Handbook and in the Policy Library.

Amendments to the Faculty Research Incentive Policy and Faculty and Administrative Cost Distribution Policy shall be implemented under the auspices of shared governance. The policies shall be annually reviewed by the Research and Scholarly Activity Committee (RSAC).

E. Sabbatical Leaves

General Principles

The College seeks to provide periodic opportunities for the professional development of Faculty members through sabbatical leaves of absence for research, study, and writing.

To be eligible for a sabbatical (6 to 12 months for 12 month faculty or one to two semesters for 9 month faculty), a faculty member must have been promoted to the rank of associate professor or above, must have served at least six continuous years (defined as 12 of 14 semesters preceding leave) as a full-time faculty member at the University of Health Sciences & Pharmacy, and must be recommended for the award by the appropriate Department Director. Following a grant of sabbatical leave, the privilege may be renewed after an additional period of continuous full time service of at least six years (as defined above).

Applicants must submit an application according to the guidelines below and must provide the dates of the sabbatical and arrangements made for assuming and continuing the responsibilities of the applicant. Sabbatical leave will be awarded on recommendation of the Executive Committee, with approval from the Vice President of Academic Affairs and the President.

Awards are made with the expectation that the awardees will return for at least one academic year of full-time employment. If a faculty member on sabbatical leave gives notice of not returning to the

University, the University will no longer provide support as of that date and the faculty member must reimburse the University all leave support (as specified in the sabbatical contract) provided to date.

Full monthly salary will be allowed for the time period of the sabbatical for leaves of up to one-half year (6 months) or one semester (18 weeks) depending upon contractual agreement. One -half of the monthly salary will be allowed for sabbatical leaves for one calendar year (12 months) or one academic year (9 months).

Full employee benefits, such as health insurance, retirement, vacation and sick leave, will be continued by the College for a faculty member on sabbatical leave to the extent allowed by contractual arrangements with the institution's retirement plan and insurance providers as well as the federal regulations governing these plans. Faculty considering a sabbatical should consult with Human Resources to determine the status of contracted arrangements and regulations. Furthermore, a faculty member on sabbatical leave will have access to all University resources such as IT support, library links, office space and student workers that they would have as part of their normal University duties, but they are not expected to serve on University committees while on sabbatical.

Sabbatical leave, whether at full or reduced pay, is considered full-time service, and therefore persons on sabbatical leave are not permitted to engage in paid employment elsewhere. If a faculty member is considering an arrangement in which he or she will receive compensation for services from the College and from outside agencies which will together exceed his or her regular College salary, the faculty member is expected to take a leave without pay rather than a sabbatical leave.

The proposed sabbatical project must:

1. benefit the faculty member particularly in regard to their ability to meet his/her responsibilities to the University.
2. include a plan for reporting the outcomes to colleagues at the University and colleagues in the faculty member's field.
3. be conducted with the sponsorship or participation of another organization engaged in scholarly activities or the utilization of directly-related resources not available during engagement of full-time responsibilities to the University and will generally be conducted away from the campus.

Application for Sabbatical Leave

To allow for appropriate budgeting, faculty members requesting a sabbatical leave must submit applications to their Department Directors by October 15 for sabbaticals beginning on or after July 1 of the following year. The application must contain the following elements:

1. A narrative description of the proposed work, which must include the following four sections:
 - A. Significance of the work. The question/issue/hypothesis being examined will be described and, if appropriate, placed into the context of the faculty member's discipline. The description will show why this work is worth pursuing.

-
- B. Specific professional goals for the project. An explanation of the contributions that this work will have on:
- (1) The faculty member's teaching, scholarly work or other responsibilities. This should contain concrete goals for the dissemination of the outcomes such as a publication, presentation, or other scholarly work.
 - (2) The University. Both tangible and/or intangible benefits that will be available to the University will be identified. How the sabbatical leave is consistent with the mission of the University will be explained.
- C. Basic description of the proposed work. The proposal will describe the activities the faculty member will be conducting and where this work will be conducted. This should include an explanation about how the sabbatical leave will allow the faculty member to accomplish the proposed activities that could not otherwise be completed as a part of his/her regular responsibilities without a sabbatical. If the sabbatical involves a grant or fellowship award (paid or unpaid), the proposal will identify the source and any limitations/restrictions put on the recipient and/or host institution (UHSP).
- D. Previous work in the area. The proposal will establish that the faculty member has developed an expertise or a sustained interest in this topic or, if this is a new area for the faculty member, an explanation of the steps s/he has taken to prepare for this project.
2. Beginning and ending dates of the sabbatical.
 3. Copies of written agreements with outside organizations that are an integral part of the work the faculty member will be conducting. This may include award notices, letters of invitation, letters of agreement, etc.

Letter of Evaluation from Department Director

As a part of the review process, the Department Director will provide a letter to the Executive Committee assessing:

- The value of the project to the faculty member.
- The value of the project to the University.
- A summary recommendation, or non-recommendation, for the sabbatical application.

Sabbatical Report

At the end of the semester following sabbatical leave, the faculty member will submit a report to the Department Director and the appropriate Dean that includes:

- The objectives and results of the sabbatical project. If the original objectives of the project changed, the faculty member will provide an explanation.
- An assessment of the success of the sabbatical in terms of sections 1 –A & B of the application form.
- A copy of any publications, description of any presentations, or other scholarly work produced or an appropriate reference to this work. If the scholarly work is still in progress, an explanation of any intentions, expectations and progress to date.
- Evidence of any products that are program or service directed.

F. Rights and Responsibilities Concerning Outside Employment/Consulting

Outside consulting practice by faculty members is encouraged because it can enhance the professional standing and teaching effectiveness of the faculty member. Consulting work must be of a strictly professional nature and must be conducted in accordance with the applicable professional code of ethics. In no case, however, should the name of the University be used in connection with the consulting practice nor should University resources, facilities, or equipment be used without written permission from the appropriate Dean.

Faculty members with full-time appointments are regarded as having full-time responsibilities to the University during normal business hours. Such faculty may not, during this time, regularly engage in business or be regularly employed for remuneration by agencies other than the University except with the approval of the appropriate Department Director and the appropriate Dean.

It is understood that such approval is subject to review at the beginning of each academic year. Individuals so engaged are expected to submit a written declaration at the beginning of each academic semester to the appropriate Department Director and appropriate Dean indicating the location, the nature of the work and an estimated average number of hours involved per week or month during the contractual period of service with the University. A form is available for this purpose and must be filled out to obtain approval.

The time devoted to outside private consulting practice should not exceed the equivalent of two days per month, exclusive of time not normally devoted to College duties. It is understood that ongoing consulting activities shall not be permitted to interfere with the faculty member's obligation to meet scheduled classes, lectures or laboratories. Exceptions may be made in rare instances, if the faculty member has made arrangements for an equivalent learning experience for students and has the approval of the Department Director and appropriate Dean.

A request for permission to carry on a consulting project outside the limits set above will be presented in writing to the Department Director, who shall send it to the appropriate Dean with a recommendation. The appropriate Dean may grant or withhold permission and shall inform the President of the decision. Permission to carry on such work will be granted only when it will not affect the University responsibilities of the faculty member.

Permission to teach a course at another college or university during regular University hours may be granted only by the appropriate Dean, with the approval of the appropriate Department Director.

G. Procedures for Faculty Review and Update of Section XII

In order to assure that Section XII of the *Faculty –Staff Handbook* is kept current and reflects the procedures of the College, it will be subject to periodic review and update via the mechanisms defined in Article 7 of the Faculty Bylaws.

APPENDIX 1

Definition of Shared Governance:

This statement of shared governance represents the mutual desire of constituents to work together to further codify the institutional understanding of the principles of shared governance at the University and the commitment on the part of the constituents to adhere to these principles.

University of Health Sciences & Pharmacy defines shared governance as a comprehensive system of institutional decision-making involving the cooperative participation of administrators, faculty, staff and students. Participants engage in the development, review, and recommendation of college policies, regulations, practices, and procedures that affect their constituencies and the institution.

To achieve shared governance, the constituencies (or their elected representatives) seek out, consider and meaningfully incorporate creative and constructive ideas and perspectives. Through shared governance all members of the community foster mutual respect and good faith with one another.

Principles of Shared Governance:

1. Shared governance recognizes that regular and open communication among all parties is critical. All parties share responsibility to be informed on issues confronting higher education and the University; share information and feedback in a timely fashion; recognize the specific needs and goals of the University and its constituencies; interact respectfully with other parties in the governance system and ensure participation and accurate representation of constituent views.
2. Shared governance employs collective and cooperative decision-making, involving all affected or appropriate parties as early and completely in the process as practical, and ensuring prompt engagement whenever extenuating circumstances require individual constituents to act without the opportunity to employ ordinary protocol. In those instances, the acting constituents will inform and involve related parties or individuals promptly and responsibly.
3. Shared governance requires constituents to accept responsibility for participating in decision making as well as implementing policies and procedures resulting from it.
4. Shared governance recognizes that the final responsibility for decision-making rests with the authority vested in the President of the University and the Board of Trustees. It also holds that such authority benefits from due consideration of the experience, knowledge and insight resulting from the shared governance process.
5. Shared governance is an intentional process that values divergent views, opinions and perspectives. To this end, no reprisal may be imposed on any stakeholder for expressing dissent from the majority opinion or from the opinion of a superior. Conversely, all parties must agree to respect and implement the final decision, though they may disagree with the decision itself.
6. Shared governance requires periodic assessment of the process itself. The process shall be subject to amendment as necessary, but shall be reviewed at least once every three years with the express objective of making it better.

What Is My Role in Shared Governance?

Effective shared governance is based on a clear understanding of the roles and responsibilities of participants,

including administration, faculty members, staff members and students. Each member of the University of Health Sciences & Pharmacy community must understand these roles and must take responsibility as appropriate.

The Faculty Senate, Staff Council and Student Government Association are the official, elected representatives of the faculty, staff and students. These bodies are responsible for reviewing institutional policies and documents that affect their constituencies and making recommendations regarding these policies to the President of the University.

Similarly, these groups solicit and represent the opinions, suggestions and recommendations of their respective constituents. Further, they respond to questions or issues that arise from individuals or groups. Finally, the Faculty Senate, Staff Council and Student Government Association and their executive committees respond to requests for consultation from the administration.

Faculty Role in Shared Governance:

The faculty will exercise its role in shared governance in various ways: as individuals, within and through departments, on committees, and as members of special task forces. The faculty's involvement in shared governance will specifically include, but is not limited to, all areas involving curriculum, standards of instruction, design and delivery of courses, academic policies, granting of degrees and matters relating to faculty employment and welfare. The faculty will ensure that its governance policies and procedures will include broad-based constituent participation, and in a timely manner initiate, review, amend and enact proposals brought before them. The Faculty Senate will serve as the representative faculty body responsible for facilitating this work as well as advocating for and upholding faculty interests.

Approved by the Faculty, May 7, 2021

Approved by the Board of Trustees, June 23, 2021