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**DEPARTMENTAL BYLAWS**  
**Department of Biomedical and Diagnostic Sciences**  
**College of Veterinary Medicine**  
University of Tennessee  
(Passed by Faculty Vote: 11-5-13)

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**PURPOSE**

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7 Bylaws are essential for successfully conducting the business of the department. This  
8 document, together with the departmental strategic plan, helps to guide the day-to-day  
9 decisions and management of the department. Faculty members are responsible for  
10 participating constructively in the creation of these documents, which together should represent  
11 a strong departmental consensus.

12 The Department of Biomedical and Diagnostic Sciences bylaws supplement but also  
13 adhere to the: Faculty Handbook (FH), The Manual for Faculty Evaluation (MFE), The College of  
14 Veterinary Medicine Faculty Bylaws (CVM Bylaws), UTCVM Promotion and Tenure Guidelines  
15 (UTCVM P&T Guidelines), UTCVM Procedures and Instructions for Promotion and Tenure, The  
16 University of Tennessee Policies Governing Academic Freedom, Responsibility and Tenure and  
17 the UTCVM Guidelines for Peer Evaluation. Furthermore, the departmental bylaws are subject  
18 to the rules and regulations of the State of Tennessee, The University of Tennessee and the  
19 Institute of Agriculture. Any provision in this document that is in disagreement with these  
20 documents is automatically null and void. Matters that are important to the business of the  
21 department but are not covered in this document are addressed in the college bylaws or other  
22 documents listed above.

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**ARTICLE I. THE DEPARTMENT**

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**Section 1: Vision of the Department**

27 The Department of Biomedical and Diagnostic Sciences is an institutional, regional and  
28 national resource for veterinary laboratory diagnostics, biomedical discovery, public health  
29 and social service in veterinary medicine and the human-animal bond.

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**Section 2: Mission of the Department**

32 The departmental mission is to: (1) educate veterinary, graduate, and post-graduate  
33 veterinary students, (2) advance diagnostic, basic and translational research, (3) provide  
34 high quality diagnostic laboratory services, (4) serve as a primary resource in continuing  
35 education, (5) promote the understanding and application of human-animal interactions, and  
36 (6) disseminate accurate and current information on the disciplines represented in the  
37 department.

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**Section 3: Administration of the Department**

40 The department is administered by faculty (and where appropriate, staff) consensus as  
41 often as possible, and through active collaboration between faculty, staff and administrators.  
42 Any constituent who has concerns that have not or cannot be addressed by their immediate  
43 supervisor is encouraged to seek further guidance and help with the administrator for that  
44 group or the department head. If the problem remains unresolved with departmental  
45 administrators up through the head, advice should be sought through the college's dean or  
46 other institutional/university office(s) established to address the specific concern.  
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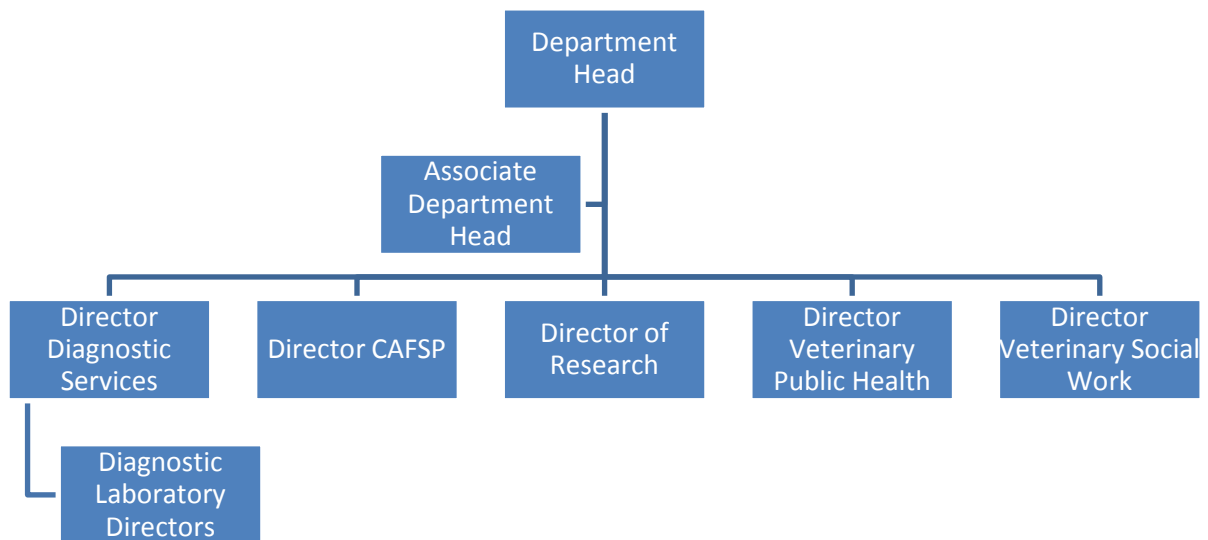
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**A. Faculty**

Faculty members are expected to participate in departmental planning and governance through active and constructive discussion and in providing an opinion through departmental voting when requested. Voting faculty will include all those with a greater than 50% appointment in the department, but not research-track faculty primarily supported as a co-investigator on extramural grant(s). Unless otherwise stipulated, a positive vote will require a simple majority of voting faculty. Faculty members may be granted departmental voting privileges if supported by two-thirds of the voting faculty. In general, a call for votes will follow discussions held during regular or *ad hoc* faculty meetings, and may be offered by a show of hands, anonymous paper ballot, and/or electronically by email.

**B. Administrators**

The administrative structure of the department is generally represented by the following flow chart:



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The head is assisted in administering the various departmental academic mission areas by an associate head, and directors for diagnostic services, research, public health and veterinary social work. The director of the Center for Agriculture and Food Security and Preparedness (CAFSP) is responsible for that program and all incorporated personnel. The department head, with faculty and staff input, appoints individuals to these administrative positions with responsibilities that include:

**C. Associate Head**

- Establishment and oversight of committees for faculty peer-teaching evaluation
- Coordination in obtaining faculty departmental input for faculty annual evaluations, and in consideration of promotion and tenure decisions
- Administration/coordination of other departmental operations/initiatives on an as needed basis
- Signatory approval of various departmental requests/documents, in the absence of department head

80 **D. Director of Diagnostic Laboratory Services (DLS)**

- 81 • Coordinate and develop overarching diagnostic functions working closely with
- 82 individual laboratory directors and administrative staff members
- 83 • Overall administration of diagnostic services, including development of new initiatives
- 84 and adaptation of services to meet the needs of the Veterinary Medical Center
- 85 (VMC), regional practices, and Tennessee stakeholders
- 86 • Represent diagnostic laboratory services as an *ex officio* member of the College's
- 87 Hospital Board
- 88 • Approve leave requests from faculty and administrative staff with diagnostic
- 89 laboratory responsibilities
- 90 • Annual evaluation of administrative staff aligned with diagnostic services
- 91 • Budget oversight for all diagnostic service laboratories, including new expenditures
- 92 • Keeping the department head well informed of all issues and initiatives within the
- 93 diagnostic laboratory group, and working closely with head to help manage
- 94 departmental operations and budgets
- 95 • Signatory approval of various departmental requests/documents as needed, in the
- 96 absence of department head

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98 **E. Director of Veterinary Public Health**

- 99 • Coordination of the Veterinary Masters of Public Health (MPH) program and liaison
- 100 to the Department of Public Health and related programs on the Knoxville Campus,
- 101 as well as local/state agencies
- 102 • Oversight of public health outreach programs
- 103 • Annual evaluation of associated administrative staff
- 104 • Approval of leave requests for administrative staff members

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106 **F. Director of Veterinary Social Work**

- 107 • Administration of teaching and service program activities and initiatives
- 108 • Approval of leave requests for associated staff members
- 109 • Liaison to UTK College of Social Work

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111 **G. Director of Departmental Research**

- 112 • Coordination of research programs and new initiatives within the department
- 113 • Identification and facilitation of collaborative research opportunities between
- 114 departmental faculty members and outside investigators and programs
- 115 • Coordination/provision of assistance in grantsmanship to all departmental faculty
- 116 members
- 117 • Compilation of departmental research metrics

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119 **H. Directors of Individual Diagnostic Laboratories**

- 120 • Day-to-day management of laboratory operations and staff
- 121 • Oversight of laboratory operating expenses and revenues
- 122 • Annual evaluation of laboratory and associated administrative staff
- 123 • Interfacing with clients as needed
- 124 • Approval of leave requests for associated staff members
- 125 • Scheduling personnel to maintain regular and holiday laboratory operations

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129 **Section 4: Department Meetings**

130 **A. Frequency.**

131 Departmental meetings generally occur once monthly. The times and dates are  
132 determined by the departmental head in consultation with the faculty. Special meetings  
133 may be called by the department head as needed with advanced notice.  
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135 **B. Procedure.**

136 The procedure for a meeting will include an agenda prepared by the department head  
137 for informal discussion. The department head or faculty may invite other individuals to  
138 specific meetings for agenda items that are of concern to departmental faculty. At the  
139 discretion of the department head, a staff member may be present to record the minutes  
140 of the meeting. The minutes from each meeting will be circulated to the departmental  
141 faculty and staff, the dean and also electronically posted by meeting dates.  
142

143 **C. Participation, Quorum and Voting.**

144 Faculty members are expected to attend departmental meetings and eligible faculty  
145 are expected to vote on departmental issues. Roberts Rules may be invoked per  
146 majority vote of faculty present.

147 For matters of departmental business, a quorum is a simple majority of the  
148 departmental faculty and is required for a vote on a formal motion. If a quorum is  
149 present at the beginning of a meeting but voting members leave during the meeting, the  
150 business of the meeting may continue. If a quorum is not present for a meeting, ballots  
151 may be distributed and returned to complete a vote within 5 working days after the  
152 meeting. If a motion has been published prior to a meeting, then absentee ballots may  
153 be submitted prior to the meeting and counted towards a quorum as long as the motion  
154 is not altered during the meeting.

155 In addition to departmental business and bylaws, faculty members may vote on  
156 appointment renewal of non-tenure track faculty, annual retention of tenure track faculty  
157 during their probationary period, and faculty who have prepared promotion and/or tenure  
158 dossiers (see Articles II and III). The department head and two standing committees in  
159 the department have responsibilities in evaluating faculty members for these purposes.  
160 The Retention and Tenure Review Committee consists of tenured faculty in the  
161 department whereas the Promotion Advisory Committee consists of tenured, tenure  
162 track and non-tenure track faculty at a rank higher than that of the faculty member under  
163 consideration. When voting for promotion, all faculty members at a rank higher than the  
164 candidate are eligible to vote. When voting for retention or tenure, only tenured faculty  
165 members are eligible to vote. When promotion and tenure are being considered  
166 simultaneously for an individual, there is only one vote and only tenured faculty of higher  
167 rank are eligible to vote. When voting for retention, promotion and/or tenure, a simple  
168 majority is considered to be a formal recommendation to the department head. A  
169 recusant will not be counted towards the total number of voting faculty and the recusant  
170 must also provide a reason for the conflict. A negative vote will not be counted unless it  
171 is accompanied by a written reason(s). Although a vote of "abstention" is allowed, it is  
172 strongly discouraged.

173 The bylaws in this document were adopted by the faculty members of the  
174 Department of Biomedical and Diagnostic Services in accordance with the policies and  
175 procedures of the University of Tennessee system, the Faculty Handbook and Personnel  
176 Policies and Procedures Manual. Departmental bylaws will be adopted and amended by  
177 a vote of the departmental faculty. The vote will occur after two readings of the bylaws or  
178 bylaw amendment(s) at two different department faculty meetings or through electronic  
179 distribution to the faculty, unless the requirement for a second reading or electronic

180 submission is waived by a two thirds majority vote of the faculty. Meetings must be  
181 announced at least five (5) working days prior to the actual meeting or the document  
182 distributed electronically at least five (5) working days prior to the actual vote. (*CVM*  
183 *Bylaws, 1.8*)

184 Adoption and amendment of departmental bylaws will be successful if supported by  
185 two-thirds of the voting members of the department. Any department faculty member  
186 eligible to vote may submit a proposed amendment to the department head. The  
187 department head will review the proposed amendment(s) for any conflict that might exist  
188 with the UT Faculty Handbook, state laws, and other rules and regulations. Following  
189 review by the department head the proposed amendment will be distributed to the  
190 faculty for review, discussed in a department faculty meeting(s), and submitted for a vote  
191 as described in this paragraph.

### 192 **Section 5: Departmental Committees**

194 The department may have standing and *ad hoc* committees as needed and appointed by  
195 the department head in consultation with the faculty. Each committee will be given a charge  
196 (consisting of specific goals) by the department head and/or the chair of the committee.  
197 When appropriate, students and others outside the department may serve on committees.  
198 The department head should be consulted for committee appointments outside of the  
199 department. Committees will report periodically to the faculty at regularly scheduled  
200 meetings. There will be an annual review of departmental committees by the department  
201 head to determine if they will continue.

## 202 **ARTICLE II. APPOINTMENT AND EVALUATION OF DEPARTMENTAL FACULTY**

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### 204 **Section 1 - Job Title, Description and Effort Allocation**

205 Given authorization to search for a position, the department head will appoint a search  
206 committee consisting of at least two faculty members from within the department, one of  
207 which will be named as the chair of the committee. These members, together with the  
208 department head, will determine the composition of the remainder of the committee. The  
209 committee will report their findings to the department head who, with input from the faculty,  
210 will make a recommendation to the dean. (*CVM Bylaws, 3.1.1*)

212 For newly hired faculty members, the department head, with input from the faculty, will  
213 draft a letter of expectations and responsibilities for the job title defined by the appointment.  
214 In order to ensure a high quality of its disciplines, the department will encourage teaching,  
215 research and service of a given faculty member within or related to their disciplines. The  
216 total of the percentages of responsibilities assigned to the individual is referred to as the  
217 "Effort Allocation." The letter will specify the expectations and goals for the position  
218 throughout the probationary period and provide benchmarks for achieving professional  
219 excellence. The letter shall include performance expectations for activities such as  
220 teaching, research, service, and extent of hospital duties and governance.

221 If there are subsequent changes in the assignment based on faculty or departmental  
222 needs and directions, the department head should draft a new letter outlining the changes  
223 and reasons. (*CVM, 3.1.1*) The actual effort accomplished by the faculty member shall be  
224 documented by the faculty member annually in the "Effort Allocation Form" approved by the  
225 Executive Committee. The effort allocation form can be annotated by the department head  
226 in order to better describe the faculty member's duties and expectations. Every faculty

227 member shall have on file a current detailed assignment/job description written by the  
228 department head and understood by the faculty member.

229 If a non-tenure track faculty member requests a change to a tenure track position, the  
230 department head in consultation with the faculty will evaluate the request. If it is decided (by  
231 a two-thirds majority vote of the tenured and tenure track faculty) that the change will benefit  
232 and meet the needs of the department and the college, the department head will initiate the  
233 search procedures for a tenure track position. (*CVM Bylaws, 3.1.2*) The faculty member will  
234 compete with other applicants as a part of an open search. The change from a tenure track  
235 faculty position to a non-tenure track position is not normally allowed in UTCVM except  
236 under unique circumstances. Such requests will be reviewed by the department head, dean  
237 and chief academic officer.

238 Adjunct faculty are those individuals who provide uncompensated or part time  
239 compensated service to the teaching, research, or clinical service programs of the college  
240 as described in the UTCVM Bylaws. (*CVM Bylaws, 5.4.1*) These appointments will require a  
241 simple majority departmental faculty vote based on the individual's qualifications and  
242 planned or ongoing contributions to the College. Qualifications for rank will be  
243 commensurate with regular appointments in the College. This recommendation will then  
244 require approval by the College administration. The appointment will require annual renewal  
245 based on continued faculty support.

## 247 **Section 2 – Evaluation by Assignment**

248 Faculty members have Effort Allocations that consist of different percentages for  
249 teaching, research, service, governance and administrative duties. Evaluations of faculty  
250 members rely heavily on the composition of the individual's Effort Allocation. All tenure  
251 track, non-tenure track and tenured faculty members are expected to produce scholarly  
252 works. Regardless of how responsibility allocations are proportioned, faculty members  
253 should at least meet expectations for each assignment.

## 255 **Section 3 – Names and Frequency of Reviews and Evaluations.**

256 All Annual Reviews and/or dossier entries are based on calendar year(s). The  
257 departmental faculty and the department head assume responsibility for the following  
258 reviews:

### 260 **A. Annual Performance Reviews.**

261 All faculty members shall be evaluated annually by the department head using the  
262 Online Performance Review System and considering comments provided during the Annual  
263 Departmental Faculty Review.

### 265 **B. Annual Departmental Faculty Reviews.**

266 All assistant and associate professors are evaluated annually by senior faculty  
267 members. A team of at least three faculty members, who are senior to the person being  
268 evaluated, is assigned to each junior faculty member. The team provides a written report to  
269 all senior faculty members who are also encouraged to provide input before, during or after  
270 faculty meetings called for this purpose. A final written evaluation is forwarded to the  
271 department head. Evaluative comments will be relayed to the faculty member with the  
272 department head's review. For those faculty members in tenure track positions, these  
273 reviews should be conducted to also satisfy the review for retention (Annual Retention  
274 Review).

278 **C. Annual Retention Reviews.**

279 Tenure track faculty shall be evaluated annually by the Promotion Advisory Committee  
280 during the probationary period specified in the appointment letter for tenure. This procedure  
281 must culminate in a formal vote by the Retention and Tenure Review Committee.  
282

283 **D. Review of Dossiers.**

284 At designated times tenure track, non-tenure track and tenured assistant and associate  
285 professors will prepare a dossier and be evaluated and considered for tenure and/or  
286 promotion. The Enhanced Retention Review process occurs at a time that is approximately  
287 half way through the probationary period for tenure track faculty. A similar review may be  
288 requested by non-tenure track faculty. Although a dossier is required, there is no formal  
289 vote for this review. Completed dossiers are given to the college Promotion and Tenure  
290 Committee for review and feedback is provided through the dean, to the department head  
291 and faculty member.  
292

293 **E. Cumulative Performance/Retention Reviews.**

294 When necessary, tenured faculty shall undergo Cumulative Performance/Retention  
295 Review as described in Part V in the University of Tennessee Manual for Faculty Evaluation.  
296

297 **Section 4 – Annual Performance Review by the Department Head**

298 All departmental faculty members receive an Annual Performance Review by the  
299 department head. When possible, the actual period of review will encompass the three  
300 preceding years to better capture the long-term nature of many faculty members' scholarly  
301 activities, but there is an emphasis on the immediate preceding calendar year. A mid-year  
302 progress review may also be requested by the department head. The purpose of the Annual  
303 Performance Review is to provide constructive feedback to guide the individual's  
304 professional development and support the programs of the department, college and  
305 institute. The results of the annual evaluation will be used for multiple purposes including  
306 retention, tenure track progress review, promotion, merit awards, post-tenure review, and  
307 updating of professional development plans. (*CVM Bylaws, 4.1.1*).

308 The department head's Annual Performance Review shall be done using the Online  
309 Performance Review System after a face-to-face meeting with the faculty member. When  
310 appropriate, it may include a summary of comments from the Departmental Faculty Review  
311 summary. The department head shall review effort allocation forms, score all performance  
312 categories within assignments and summarize the strengths and weaknesses of each  
313 faculty member. The faculty member reviews the document electronically and  
314 acknowledges having received it. Following review by the Dean and Chancellor, this  
315 evaluation shall become a permanent record in the department and a copy shall be placed  
316 in the candidate's dossier for promotion and/or tenure. (*CVM Bylaws, 4.1.1*)

317 An Annual Performance Review outcome of "needs improvement" or "unsatisfactory"  
318 may require a written plan for improvement and six-month progress reports submitted by the  
319 faculty member to the department head for approval. A Cumulative Performance Review for  
320 tenured faculty is triggered by evaluations in which: a.) a faculty member whose annual  
321 evaluation results in a rating of unsatisfactory in any two of five consecutive years; b.) a  
322 faculty member whose annual evaluation results in any combination of unsatisfactory or  
323 needs improvement ratings in any three of five consecutive years.  
324

325 **Section 5. Annual Department Faculty Reviews**

326 The procedures for promotion and for tenure are the same and annual reviews should  
327 provide the foundations for success. Careful professional judgment of the accomplishments,  
328 productivity, and potential of each candidate is expected at each level of review. For most

329 academic units this includes peer review by the department, review by the department head,  
330 review by the college, and review by the University (Institute). Evaluative statements  
331 assessing the candidate's case for tenure and/or promotion shall be provided at the  
332 department, college, and university levels (*MFE, III*).

333 Departmental peer review will focus on criteria for promotion and/or tenure established  
334 for the department and as set forth in the *Faculty Handbook*. The department head or a  
335 designated person will be responsible for organizing the reviews.

336 When conducting the departmental review, both tenured faculty members and non-  
337 tenure track faculty members of higher rank than the person being evaluated will make  
338 recommendations about a candidate's progress. The Annual Department Faculty Review  
339 will satisfy the required Annual Retention Review for tenure track faculty. Only tenured  
340 faculty members participate in the formal retention vote for tenure track faculty.

341 The department may use subcommittees to facilitate the reviews. Each subcommittee  
342 should consist of at least three members and not more than five. For each subcommittee,  
343 there will be a chair designated to prepare the final summary that is approved by each  
344 member and forwarded to the department head. The department head will distribute  
345 summaries to appropriate faculty to review and send additional comments to the  
346 subcommittee chair. A meeting will be called and opportunities provided for additional  
347 discussion for each candidate. The subcommittee chair or designated member should be  
348 present to provide information or clarification if needed for each candidate. Paper ballots  
349 will be distributed for voting on retention for tenure track faculty. Signed absentee ballots  
350 will be accepted for 5 business days following the meeting.

351 The supporting materials for the Annual Performance Review, Retention Review and the  
352 Annual Departmental Faculty Reviews are the same. Faculty members are expected to  
353 provide the materials listed in a timely manner to observe University requirements and  
354 compliance is part of a faculty member's duties. The required materials consist of:

- 355 1. Original statement of expectations and responsibilities containing job  
356 description/assignment by the department head covering the probationary period (or  
357 since previous renewal). If there have been significant changes in the appointment, new  
358 letters should also be included.
- 359 2. Completed Effort Allocation Form for the previous year
- 360 3. A quantitative summary of student teaching evaluations (including individual comments)  
361 provided by the Office of Assessment or the Office of Research and Graduate Studies for  
362 the most recent two semesters that are available
- 363 4. Section A-1 (*Dossier Template*) completed for most recent three calendar years or since  
364 the last promotion.
- 365 5. Most recent formative and/or summative report(s) for Peer Review of Teaching
- 366 6. A separate detailed curriculum vitae
- 367 7. Summary of accomplishments not adequately represented in above documents, to  
368 include goals established for the previous year and progress towards meeting  
369 these. May also include a Candidate's Statement on Research, Creative Activity  
370 and Scholarship (i.e., section C-1 of dossier) and/or the Candidate's Statement on  
371 Institutional, Disciplinary and Professional Service (section D-2).

## 372 **Section 6 –Annual Retention Review of Tenure Track Faculty**

### 373 **A. The Probationary Period**

374 A tenure-track faculty member must serve a probationary period prior to being  
375 considered for tenure. The original appointment letter shall state the length of the faculty  
376 member's probationary period and the last academic year in which he or she may be  
377 considered for tenure. The stipulation in the original appointment letter of the length of the  
378 probationary period and the year of mandatory tenure consideration does not guarantee  
379



380 retention until that time. Exceptions to this policy must be approved by the department head,  
381 dean and chancellor. A tenure-track faculty member with an extraordinary record of  
382 accomplishment may request to be reviewed early for tenure and promotion. This request  
383 must be approved by the department head, dean, and chancellor. (*FH, 3.11.3.1*)  
384

### 385 **B. Annual Review**

386 Tenure track faculty members are required to have two types of evaluations during their  
387 probationary period: (1) Annual Performance Review by the department head. This  
388 evaluation will be similar to Annual Performance Reviews of all faculty by the department  
389 head with the exception of the formal procedures outlined in The Manual for Faculty  
390 Evaluation, Section III C, 2010, which concludes with an independent evaluation recorded  
391 on the Faculty Annual Review Report – Retention Review (*MFE*). (2) Annual Retention  
392 Reviews by the faculty with a higher rank. This evaluation concludes with a formal vote by  
393 the Departmental Retention and Tenure Review Committee.  
394

### 395 **C. Annual Retention Review**

396 The Annual Retention Review of tenure-track faculty is conducted by the department  
397 head or a designated person in consultation with the faculty. Accordingly, faculty members  
398 play an important role in the retention process and are responsible for providing the faculty  
399 member with a clear, thoughtful, and professional consideration of both (a) the faculty  
400 member's ability to sustain a level of activity that comports with the department's  
401 expectations for faculty members at the rank of the faculty member under review and (b) the  
402 faculty member's progress toward promotion and tenure in the context of the Faculty  
403 Handbook, the Manual for Faculty Evaluation, his or her appointment, and departmental  
404 bylaws. (*MFE, 3.11.3.4*)

405 The procedure and vote are described in Article II, Section 5 of this document. The  
406 vote for retention will be recorded as a component of the annual review.  
407

### 408 **D. Enhanced Retention Review**

409 In the year in which an enhanced retention review occurs (spring, third calendar year),  
410 the faculty member shall, with the guidance and counsel of the department head, prepare  
411 and submit to the department head a dossier detailing their progress in satisfying the  
412 requirements for tenure in teaching, research/scholarship/creative activity, and service.  
413 (*MFE, IB1A*) The file (which shall be prepared by the faculty member as a preliminary draft  
414 of the faculty member's file in support of a tenure dossier) shall contain those items that are  
415 specified in the UTCVM Dossier Template through section D-6. The department head will  
416 add other required items (i.e., section G-1) and make the completed dossier available to the  
417 Dean and the College Promotion and Tenure Committee. The purpose of this review is to  
418 provide the faculty member a broader college perspective on their progress towards  
419 promotion and tenure.  
420

## 421 **Section 7 – Procedure for Appointment Renewal of Non-tenure Track Faculty**

422 Non-tenure-track appointments are typically made for a term of one year for assistant  
423 professors, with longer duration appointments potentially provided for higher ranks.

424 All non-tenure-track faculty members will be evaluated annually as for tenure track  
425 faculty. The performance review for appointment renewal will be based on the guidelines for  
426 the retention of tenure track faculty. Renewal recommendations will be provided to the dean  
427 by the head based on departmental needs, satisfactory performance and availability of  
428 funds. In the case of non-renewal, every effort will be made to notify the faculty member as  
429 soon as possible.

430 Enhanced Retention Reviews for non-tenure track faculty members will follow the  
431 same general guidelines as for tenure track faculty.  
432

### 433 **ARTICLE III –PROMOTION AND TENURE**

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435 Promotion and Tenure on the UT-Knoxville campus is coordinated by the Provost's Office.  
436 The Chancellor for The Institute of Agriculture has the final authority in evaluating CVM  
437 candidates and providing recommendations to the Board of Trustees. The Chancellor also sets  
438 and approves procedures and guidelines not explicitly established by the University of  
439 Tennessee. The Promotion and Tenure calendar posted annually on the Provost's website will  
440 be followed unless the Chancellor indicates otherwise. The following sections are based on  
441 reference sources noted below and these sources may be consulted for clarification if questions  
442 arise. Future revisions to these documents will be followed as dominant institutional  
443 policy/procedure.  
444

#### 445 **Section 1. Reference Documents**

446 University evaluation calendar and policies are available at  
447 <http://provost.utk.edu/tenure/> and college and departmental resources are available on  
448 VetNet. The following documents are referenced in this article.

- 449 1. Board of Trustees Policies Governing Academic Freedom, Responsibility and Tenure
- 450 2. Faculty Handbook
- 451 3. Manual for Faculty Evaluation
- 452 4. UTCVM Faculty Bylaws; UTCVM Promotion and Tenure Guidelines (2007); UTCVM  
453 Guidelines for Effective Peer Teaching Review
- 454 5. CVM P&T Dossier, and Effort Allocation Form (Excel file for effort calculations)  
455 templates

#### 456 457 **Section 2. Preparation for Promotion and/or Tenure**

458 A statement of faculty responsibilities will be developed within the first six months of  
459 employment and updated annually if necessary to indicate changes in expected effort  
460 distribution across teaching, research, service and administration. This will be inserted in the  
461 dossier by the department head. "*The statement should be descriptive, not evaluative, and*  
462 *should clarify the areas of responsibility assigned to the faculty member in regard to the*  
463 *criteria used in promotion and tenure reviews.*" (MFE)

464 Appointment letters for tenure track faculty must provide the latest date for tenure  
465 review. The candidate's dossier is prepared during the fifth calendar year of probation and  
466 acted upon by the Board of Trustees in the sixth year. "*A tenure-track faculty member with*  
467 *an extraordinary record of accomplishment may request to be reviewed early for tenure and*  
468 *promotion. This request must be approved by the department head, dean, and chief*  
469 *academic officer [UTIA Chancellor]."* (MFE) If tenure is sought before the stipulated date, it  
470 must be accompanied by a copy of permission attached to the dossier summary sheet.

471 The Annual Review by the department head, in consultation with senior faculty  
472 members, will include a written assessment of progress toward promotion together with a  
473 completed end-of-year report on effort allocation (*CVM Excel workbook*) for the past  
474 calendar year. Both documents should be retained in the faculty member's departmental  
475 folder for inclusion in the promotion and tenure dossier.

476 Associate professors serve at least five years in rank before promotion to full  
477 professor. Exceptions to this policy require approval by the UTIA chancellor.  
478

479 **A. Teaching**

480 The department has adopted the “Guideline for Effective Peer Review of Teaching.”  
481 Internal peer evaluations will be conducted for most faculty members who are involved in  
482 presenting organized instructional activities. The faculty member, together with the  
483 department head, will decide if a small teaching allocation warrants a peer review. These  
484 evaluations will be conducted at least twice (one formative and one summative) for assistant  
485 professors seeking promotion and/or tenure, and once for associate professors seeking  
486 promotion. Laboratory instruction of individual students may not lend itself to observational  
487 peer evaluation, but approaches, philosophy and outcomes may be provided to the review  
488 team for consideration.

489 External review can be particularly useful in assessing innovative work, especially if  
490 there are no other individuals at the candidate’s institution familiar with innovative practices.  
491 The practice of external peer review of teaching can raise the bar for teaching performance  
492 and increase the perceived value of teaching in the institution (*Office of Academic Affairs and*  
493 *Student Success, 2013*). Individuals seeking promotion to full professor will generally have at  
494 least one peer evaluation and those with > 50% teaching effort must also have an external  
495 teaching evaluation. (*UTCVM P&T Guidelines*) The department head will determine the scope  
496 and means for conducting this evaluation, which may encompass assessment in both  
497 didactic and/or clinical settings. (*UTCVM P&T Guidelines*)

498 External reviewer(s) will be selected in consultation with the department head and  
499 should be an individual with recognized expertise in the field. The candidate will provide a  
500 portfolio and other materials to the reviewer well in advance of the review. The review may,  
501 but not necessarily take place on campus. Videoconference or other techniques may be  
502 used to enhance the review. A final written review must be provided to the faculty member  
503 and the department head.

504 **B. Service**

506 Means of documenting the quality of clinical/diagnostic services provided by individual  
507 faculty members to the Veterinary Medical Center and extramural community will vary  
508 between services and laboratories. This may be distinct from broader contributions to the  
509 field, such as provided through scholarship, and will be valuable in providing recognition of  
510 contributions to the departmental and college mission.

511 **C. Research**

513 Faculty members for whom research comprises a majority of effort allocation are  
514 expected to engage in scientific discovery as primary investigators, and to establish the  
515 necessary resources and initiate their independent research program as early as possible  
516 after the start of employment. They are expected to submit their own applications for  
517 extramural funding and obtain the necessary financial resources to support the majority of  
518 their activities. Within the first few years of appointment the faculty member should obtain  
519 extramural funding to support their program, and show progress toward establishing a  
520 national/international reputation in a specific area of investigation. Collaborative research is  
521 also strongly encouraged. Associate professors will sustain the extramural funding  
522 necessary to support their research program and full professors are additionally expected to  
523 seek concurrent nationally competitive awards (i.e. NIH, American Heart Association,  
524 Department of Defense, etc). The successful training of graduate students as a major  
525 advisor, with completion of degrees awarded by the University of Tennessee Graduate  
526 School through the Comparative and Experimental Medicine program in an appropriate  
527 period of time, is an essential part of the department’s research mission, and expected of  
528 those with independent research programs. Faculty members are also encouraged to

529 engage postdoctoral investigators to support the faculty research program, and to further  
530 develop the careers of these nascent scientists.

531  
532 Faculty members for whom research comprises a minority of their effort allocation are  
533 also expected to engage in scientific advancement but this may be accomplished without  
534 extramural funding and through collaboration. Application for intramural and extramural  
535 grant funding as a primary investigator and/or co-investigator, and participation on graduate  
536 student committees, is encouraged but not required.

### 537 538 **Section 3. Scholarship**

539 Scholarly activity must be demonstrated by all faculty members, particularly those with a  
540 significant research effort allocation and/or those seeking promotion to full professor. Full  
541 professors should have established an area of expertise and their scholarship recognized in  
542 aggregate as a contribution to their field of study or discipline. "Scholarship of Teaching" and  
543 "Scholarship in Service" are two documents have been approved by the Executive  
544 Committee in the College of Veterinary Medicine.

545 National/international recognition for promotion to full professor may come in the form of,  
546 but is not limited to:

- 547 a. Testimonials, citations or publications indicating adoption/use of candidate's  
548 concept, discovery, tool, or method of teaching, clinical procedure, etc. by  
549 others and broad incorporation into the field
- 550 b. Position of leadership in a pertinent national and/or international organization(s)
- 551 c. Prestigious national and international awards or citations
- 552 d. Outstanding alumnus awards
- 553 e. Invitations to speak at prominent national and international meetings
- 554 f. Appointment as an editor of textbooks or journals
- 555 g. Appointment on NIH study section(s), particularly as a permanent member
- 556 h. Requests for consultation/advice from individuals and institutions outside the  
557 candidate's personal sphere of influence
- 558 i. National and international public media coverage

#### 559 560 **A. Benchmarks in Scholarship**

561 Regarding benchmarks for tenure and/or promotion, the department has adopted the  
562 document entitled "Promotion and Tenure Guidelines," University of Tennessee College of  
563 Veterinary Medicine.

564 Faculty members of the department make intellectual and creative contributions through  
565 the scholarship of discovery (*new knowledge and research*), application (*service and*  
566 *outreach*), integration (*interdisciplinary research*) and education/pedagogy (*teaching and*  
567 *learning*). Faculty contributions may come from, but are not limited to, traditional laboratory  
568 investigation, clinical studies, case studies, novel clinical practices, teaching practices, and  
569 academic program development. (*CVM Bylaws, 2.2.2*) Generally speaking, scholarship can be  
570 demonstrated by:

- 571 1. Significance and number of peer-reviewed publications in refereed journals
- 572 2. Presentation of peer-reviewed abstracts at meetings/conferences
- 573 3. External funding
- 574 4. Contributions to scientific monographs and textbooks
- 575 5. Invited presentations at scientific meetings
- 576 6. Service to specialty areas as an editor or by participating on editorial boards

577 Faculty members should consider documenting the impact of their scholarship.

578  
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580 **Section 4. Reviews Required for Tenure and/or Promotion**

581 The procedures for promotion and for tenure are generally the same. The exceptions  
582 are, a) non-tenure track faculty do not have a formally established timeline that specifies  
583 when promotion must be pursued, and b) non-tenure track faculty members who hold a  
584 position at a higher level than the candidate seeking tenure do not vote on tenure. Because  
585 the vote for tenure and promotion are considered to be one vote, non-tenure track faculty  
586 members do not vote on promotion, but are invited to join the discussion on promotion.

587 In the list below, each level of review is *advisory* to that which follows.

- 588 a. Department faculty
- 589 b. Department head
- 590 c. College committee
- 591 d. Dean of the college
- 592 e. Chancellor for the Institute of Agriculture
- 593 f. Board of Trustees

594 The department head is responsible for keeping the candidate informed throughout the  
595 review process. Candidates have the option of withdrawing their dossier from consideration  
596 if they receive a negative evaluation at any level up through the dean. If a dossier is  
597 withdrawn by the candidate after it enters the review process, which begins with the  
598 departmental faculty review, or receives a final negative evaluation by the Chancellor, it may  
599 not be re-submitted the following year. The exception to this would be candidates applying  
600 for early promotion and tenure. Tenure track faculty members who pursue an early review  
601 for tenure and promotion and withdraw their dossier before it goes to the Chancellor will  
602 have an additional opportunity for review at the time specified in the appointment letter.

603  
604 **Section 5. Sequence of Events Required for Tenure and/or Promotion**

605 ***A. Departmental Faculty Review***

- 606 1. The decision to pursue tenure and/or promotion will usually be made during the  
607 candidate's annual review. By September 1st, a candidate should provide a  
608 comprehensive CV (which will also be included in their dossier) and a list of potential  
609 external reviewers to the department head, who will solicit letters.
- 610 2. The candidate has the responsibility for the assembly of the dossier using the CVM  
611 template and completing sections indicated on the contents page. This must be  
612 submitted electronically to the department head by mid-October together with any  
613 separate supplemental items (i.e., papers, videos, tapes, etc. in digital/electronic format)  
614 the candidate believes might be helpful in evaluating their accomplishments.
- 615 3. The department head will add the following:
  - 616 a. Statement of the candidate's responsibilities
  - 617 b. Candidate's CV (the CV provided earlier to obtain letters of evaluation from external  
618 reviewers).
  - 619 c. Summary of student evaluations with cohort means.
  - 620 d. Annual evaluation/review reports and end-of-year reports for effort allocation
  - 621 e. Internal and external peer evaluations of teaching or other activities
- 622 4. The candidate then reviews this document and signs a statement indicating she/he  
623 certifies that the contents of the dossier are complete and accurate, before external  
624 assessment letters are inserted. Candidates are strongly discouraged from viewing  
625 external letters (as detrimental to the candidate and the process) but may obtain access  
626 to them with a written request to the department head and copied to the dean. (*MFE, 2010*)
- 627 5. The dossier, containing external letters of assessment and supplemental materials, is  
628 presented to the Promotion Advisory Committee for review and discussion. If tenure is  
629 being sought, a vote is conducted by the Retention and Tenure Review Committee.  
630 Otherwise, the evaluation and vote is conducted by the Promotion Advisory Committee.

- 631 In either case, only those faculty members with a rank higher than the candidate may  
632 vote. *"Department heads may attend the discussion of a tenure and/or promotion*  
633 *candidate by the departmental review committee; however, since the department head*  
634 *has an independent review to make, the department head shall not participate in the*  
635 *discussion except to clarify issues and assure that proper procedure is followed."* (MFE)  
636 6. Members of the College Promotion and Tenure Committee vote on a candidate from  
637 their department during the departmental review because they are not permitted to vote  
638 on these candidates with the College Promotion and Tenure Committee.  
639 7. A representative of the deliberating departmental faculty members will provide the  
640 results of the vote and a summary of the review to the department head and faculty  
641 members who evaluated the candidate. If a candidate has not received a unanimous  
642 vote from the faculty, the summary statement must include a discussion of the reasons  
643 for the divergent opinions. The candidate will also be provided a summary of the  
644 outcome of departmental deliberations.  
645 8. Any faculty member who was eligible to vote may prepare a dissenting statement, which  
646 will be forwarded to the department head and made available to the candidate and  
647 voting faculty members. Such statements will also be included in the dossier.  
648

#### **B. Department Head's Review**

- 650 1. The dossier goes to the department head for an independent evaluation. The  
651 department head then *"prepares a letter that addresses the candidate's employment*  
652 *history and responsibilities as they relate to the departmental and collegiate criteria for*  
653 *the rank being sought by the candidate. The department head's letter will also provide an*  
654 *independent recommendation based on the department head's review and evaluation of*  
655 *materials in the dossier."* (MFE)  
656 2. This letter must be made available to the voting faculty and to the candidate.  
657 3. Faculty members who voted may individually or collectively submit dissenting  
658 statements to the department head's recommendation. *These statements are to be*  
659 *included in the dossier and must be available to the candidate, the department head, the*  
660 *departmental review committee, the college Promotion and Tenure Committee, the dean*  
661 *and the chief academic officer.* (MFE).  
662 4. Candidates may prepare a written response to the recommendation and vote from the  
663 faculty, the department head's recommendations or dissenting statements.  
664 5. The department head sends the dossier (hardcopy, with signatures) and an electronic  
665 version complete with all dissenting statements, to the dean's office along with any  
666 supplemental materials the candidate submits. Dossiers are reviewed for  
667 order/completeness and all materials delivered to the College Promotion and Tenure  
668 Committee. An electronic copy of the dossier is retained in the department.  
669

#### **C. College Promotion and Tenure Committee and Dean's Review**

- 670 1. The College Promotion and Tenure Committee members review dossiers before  
671 meeting to discuss and vote on each candidate. The committee's evaluative statement,  
672 recommendation and vote are included in the original dossier, which goes to the dean  
673 with any supplementary materials provided by the candidate.  
674 2. The dean, after reviewing the completed original dossier and independently evaluating  
675 the candidate, provides a recommendation on tenure and/or promotion. The  
676 recommendation is added to the dossier and the package is sent to the Chancellor  
677 (without supplementary materials). The original hardcopy dossier will be archived by  
678 Human Resources and available indefinitely through that office after the review process  
679 has been completed.  
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**D. Review by The Chief Academic Officer and Approval by UT Board of Trustees**

The Chancellor of The Institute of Agriculture is the final authority in evaluating CVM candidates and provides a recommendation to the Board of Trustees.

The Board of Trustees meets in June and votes on promotion and tenure recommendations. Written notification of tenure and/or promotion comes from the Chancellor, effective July.

- *“The candidate for tenure and/or promotion has the right to review and respond to any statements, reports, summaries, or recommendations added to the dossier by faculty, administrators, or peer review committees.” (MFE)*

**Section 6 - Collegiality**

Collegiality is defined as respect for one’s colleagues and for their professional endeavors. Therefore, faculty members are expected to have good interpersonal skills to promote interaction with other faculty members. This attribute becomes a factor in promotion and tenure evaluations if personality characteristics interfere with job performance and collaboration with others. Deficiencies in interpersonal skills shall be specifically documented.