

**Bylaws for
The Department of Large Animal Clinical Sciences
College of Veterinary Medicine
University of Tennessee**

Article I - Mission and Objectives

Section 1: Mission

The mission of the Department of Large Animal Clinical Sciences is to advance the field of veterinary medicine by the maintenance of public and large animal health through the education of veterinary students, graduate veterinarians and the lay public; the prevention and treatment of large animal diseases; and the discovery and dissemination of new knowledge.

Section 2: Objectives

- Maintain an excellent learning environment for students, house officers, peers, practicing veterinarians, graduate students, and the lay public.
- Provision of the highest level of individual and population animal care consistent with the mission of a large animal referral center and hospital for the State of Tennessee.
- To be a source of new information and discovery within the veterinary profession and related disciplines through quality clinical and/or basic research.

Article II - Department Function

The faculty of the Department will assist and advise the Department chair in developing and carrying out all the programs necessary to achieve the Departmental mission.

Section 1: Departmental Meetings

The voting faculty within the Department of Large Animal Clinical Sciences are only those individuals with professional rank (Instructor through Professor) who hold full or part time, tenure or non-tenure track appointments. Meetings are open to all faculty with professional rank, adjunct faculty, house officers, staff or staff representatives and invited guests.

Departmental faculty meetings will be held at least once per month. Special meetings may be called but must be announced at least 7 days in advance. A record of each meeting will be kept and posted for the Department and distributed to the Deans= offices and others as directed by the Department chair. Only faculty present at the meeting will be eligible to vote on matters of record. A meeting at which official decisions are made must have at least two thirds of the voting faculty present.

Article III - Tenure and Promotion

Tenure and Promotion

Benchmarks for granting of tenure and promotion to associate professor within the Department of Large Animal Clinical Sciences

Tenure is awarded to faculty members who have been judged to have achieved a level of professional excellence in line with their individual appointments. It is expected that tenured faculty will continue to develop that excellence over time. Professional excellence is reflected in teaching, research, service, scholarship and collegiality. Tenure is awarded to faculty members whose professional excellence continues to contribute to the mission of the academic unit or department. The Department of Large Animal Clinical Sciences will follow the bylaws of the University of Tennessee College of Veterinary Medicine and the Institute of Agriculture that govern tenure and promotion

Section 1: Benchmarks for Tenure/Promotion

In the Department of Large Animal Clinical Sciences the specific benchmarks for tenure/promotion will be determined for each individual tenure track position and will be based on input from the department chair, section members and the candidate. Specific benchmarks will be conveyed to the faculty member verbally and placed in writing in a letter of appointment at the time the faculty member is employed in a tenure track position. The faculty member's advancements toward successful achievement of the benchmarks will be evaluated by a yearly Performance Planning Review conducted by the department chair and will include an evaluation by the departmental tenure/promotion advisory committee. The results of this review will be conveyed verbally and in a letter to the faculty member. Specific recommendations will be made to the faculty member if progress towards fulfilling the benchmarks is deemed unsatisfactory. Successful completion of the benchmarks set forth by the department chair will result in support for tenure by the chair of the department. Achievement of the specified benchmarks should also provide strong evidence for support from the faculty, departmental and college tenure and promotion

committees and the dean; however, each of these individuals or groups will decide on suitability for tenure independent of the chair.

Section 2: Teaching

Overall teaching accomplishments must be evaluated at least **Agood@** for the probationary period. Both didactic and clinical teaching effectiveness will be included. The benchmark of **Agood@** will not be for a single year but an average for the probationary period. Teaching is evaluated by students, house officers, peers, and others. Quality of teaching is important. Faculty development and documentation of an individual's efforts toward improvement of teaching over time will also be considered as important.

Section 3: Service

Clinical service (hospital duties): faculty should have an overall average evaluation of at least **Agood@** for their probationary period (not in a single year). Evaluations will be made by clients, practitioners, peers, house officers, and the department chair and others as appropriate. Evaluation may include but is not limited to quality and quantity of service, fiscal responsibility, completion of medical records, billings and communications.

Administrative duties: tenure track faculty should be involved in some committee work during the probationary period at the college and departmental levels. National and/or international committee work will also apply. Committee work should not detract from teaching, research or other scholarly activities.

Section 4: Research

The amount of scholarship of discovery (research) will be commensurate with the criteria of appointment. Tenure track faculty are expected to develop an original research program in which they are the primary investigator and author. The goal is to establish an individual record of research accomplishments in alignment with their appointment. They should strive to receive extramural funding by creating and submitting grant proposals. Tenure track faculty should report the results of their research at scholarly or professional meetings on at least the national level and publish their research results as primary author in a refereed or peer reviewed journal/periodical. The requirement for successful funding, reporting at meetings or other forums and reporting through publications will vary depending on the individual's criteria of appointment. As the percent research appointment increases so will the quality and quantity of research activity and reporting that is required. The department chair will inform the faculty member of the expected requirements at the same time that the faculty member's comprehensive job description is discussed (at the initiation of employment or upon appointment to a tenure track position). The comprehensive job description, criteria of appointment, and tenure/promotion benchmarks

will be reviewed yearly at each Performance Planning Review (PPR). The expectations of a tenure track faculty will be part of the tenure dossier and all evaluations should be based on these expectations.

Section 5: Scholarship

Tenure track faculty are required to produce scholarly accomplishments during their probationary period. Scholarship may be achieved in teaching, research and service as long as it is of good quality, shared, and peer reviewed.

The amount and quality of scholarship necessary for fulfillment of tenure requirements will depend on the faculty members criteria of appointment within the department. Scholarship for tenure track faculty should include but not be limited to the scholarship of discovery (research). The minimum benchmarks in research for tenure track faculty will be commensurate with the faculty members level of appointment in research. The exact minimum benchmarks required will be established at the beginning of the probationary period and will be used by all evaluating committees and personnel to determine level of achievement. The criteria of appointment and scholarship benchmarks will be reviewed yearly at each Performance Planning Review (PPR).

Article IV - Post Tenure Review

Post Tenure Review

The Department of Large Animal Clinical Sciences follows the policies of the University of Tennessee Institute of Agriculture and College of Veterinary Medicine governing retention and post tenure review.

Section 1: Benchmarks for Retention and Post Tenure Review

In the department of Large Animal Clinical Sciences the specific benchmarks for retention and post tenure review will depend on the individuals criteria of appointment and performance expectations as determined by the department chair with input from the departmental faculty and the candidate. Following the granting of tenure and promotion it may be necessary to update the benchmarks for individual faculty. Associate professors may be developing toward professorships which may change the desired benchmarks. Any changes will be made in a verbal dialogue between the department chair and the faculty member and confirmed in a letter. These new criteria of appointment will be reviewed by the Dean and if approved will be used at all levels when considering post tenure review and retention. Achievement of the specified benchmarks provides strong evidence for support from the individual's post tenure review committee, the department chair, the departmental

retention review committee, and the departmental faculty.

Job description and criteria of appointment must be considered when evaluating scholarly activities. Creditable scholarship is that work that has been acceptably peer reviewed and has been appropriately disseminated to peers. Dissemination may take several forms including but not limited to manuscripts, presentations, electronic delivery and other means of dissemination. In the Department of Large Animal Clinical Sciences scholarship may be achieved in teaching (transformation of knowledge), service (application of knowledge), research (discovery of new knowledge), and synthesis of scholarship (integration of knowledge) as long as the aforementioned criteria are met.

Section 2: Teaching

Tenured faculty are expected to continue to develop and maintain a high level of teaching effectiveness for students, house officers and graduate students. Teaching activities are evaluated based on the individual faculty members job description and criteria of appointment within the department. The quantity and quality of clinical and didactic teaching will be evaluated. Teaching is evaluated by students, house officers, peers and others. Overall average evaluation of teaching achievements and effectiveness must be at least Good for the evaluation period.

In the Department of Large Animal Clinical Sciences teaching involves the transfer of knowledge and skills for the overall professional development of students in the veterinary curriculum, house officers (residents and interns), and graduate students. The teaching of preclinical and clinical veterinary students includes the development, preparation, coordination, delivery, facilitation, and discussion of any educational information and other related activities. Clinical teaching also includes the development and supervision of clinical service rotations and any other activities related to the clinical training of veterinary students. The training and education of interns and residents is an important teaching commitment within the department. The teaching of these individuals includes direct supervision of their clinical rotations, seminars and rounds participation, research project development, mentoring and advising, and all other activities related to their training and education. Some faculty may also be involved the mentoring and training of graduate students. All activities related to the education of this group of individuals is also considered an important teaching responsibility within the department.

The following may be used to evaluate teaching efforts within the department: quantity of teaching, quality of teaching as elucidated through student evaluations, peer evaluations, outside evaluations, resident, intern and graduate student evaluations, faculty members documentation of other specific activities and achievements, teaching philosophy and goals.

Section 3: Service

Service within the Department of Large Animal Clinical Sciences includes hospital duties, continuing education and outreach to professional and lay audiences, consultation, governance, and assigned administrative duties. Hospital duties include the delivery and advancement of veterinary expertise for the welfare of animals in the State of Tennessee and surrounding areas. Continuing education and outreach involves the local, regional, national or international dissemination of knowledge to professional and lay audiences through formal presentations and through consultation. Governance includes participation in the administration of university, college, and professional veterinary medical activities and the assignment of administrative duties within the department, college or university.

Service activities are evaluated based on the individual faculty members job description and criteria of appointment within the department. The evaluation of hospital service is made by clients, practitioners, section leaders, peers, house officers, staff, department chair and others as deemed appropriate. Evaluation may include, but is not restricted to, quantity and quality of service; fiscal responsibility; the timely completion of records and communications.

The evaluation of performance in continuing education is made subjectively on the basis of solicited and unsolicited critiques from peers, clients, professional and lay audiences, house officers, supervisors, department chairs, and outside reviewers. Evaluations should indicate at least a satisfactory or good performance.

Governance and administrative duties are evaluated by solicited comments from committee peers and chairs, department chairs and other administrative officers. Satisfactory performance in governance is based on attendance at meetings, adequate departmental representation, active participation, and acceptance and timely completion of committee assignments. A faculty members evaluation must be at least satisfactory.

Tenured faculty are encouraged to develop a national/ international reputation for excellence in a particular discipline. Evidence of such a reputation is indicated by acquiring a position of leadership in national or international organizations; reception of alumni awards, national or international awards; and invited presentations. Evaluation of faculty achievement in this area is the same as for continuing education and governance. Such achievements are essential in consideration for promotion to full professor.

Section 4: Research

The quantity and quality of research within the department will be commensurate with the individual faculty member's criteria of appointment. All tenured faculty with a research appointment are expected to participate in research activities and to share their results with their peers in refereed journals, national presentations, or through other means of dissemination. Research in the department may include bench/laboratory or clinical projects (retrospective, prospective, or clinical trials). The preparation and submission of grant proposals are also an important part of the research efforts. Tenured faculty with research appointments are encouraged to develop research programs as the primary investigator, however, mentoring and advising junior faculty, house officers, and graduate students in their research is also considered an important responsibility of tenured faculty. Investigator responsibility should be elucidated in the faculty members research portfolio. Tenured faculty are encouraged to seek extramural funding, however, the quantity and quality of such funding will depend on the criteria of appointment in research. The importance of the completion and reporting of quality research will not be overshadowed by the source of funding (extra vs. intramural and contract vs. competitive).

Article V - Policy on Advising Tenure Track Faculty

Section 1: Appointment of Advisor

Upon appointment to a tenure track position in the Department of Large Animal Clinical Sciences, a faculty member will be assigned a faculty advisor by the department chair.

Section 2: Rank of Advisor

The advisor should be a tenured faculty member equal to or above the candidate in rank.

Section 3: Responsibilities of the Advisor

The responsibilities of the advisor will include:

- Monitor the progress of the tenure track candidate according to the Departmental bylaws for tenure and promotion.
- Advise the candidate on time commitments for teaching, service and research according to the candidate's criteria of appointment.
- Advise and guide the candidate in academic, scholarly, and service development.
- Conduct meetings with the candidate to discuss progress.
- Chair the candidate's peer teaching evaluation committee.
- Report to the Department and Departmental Tenure and Promotion Committee on the candidate's progress. A written report on the candidate's progress should be submitted to the Department Chair prior to annual personal performance reviews at the end of the academic year.

Section 4: Progress Meetings

The advisor will conduct semi-annual meetings with the candidates to discuss progress and other issues pertinent to the tenure and promotion process and progress. The advisor should be familiar with all aspects of the candidates progress and accomplishments, especially in the area of scholarship and research.

Section 5: Peer Didactic Teaching Evaluation Committee

The advisor will chair the peer didactic teaching evaluation committee for the candidate. The advisor, in conjunction with the department chair and the tenure track candidates, shall choose two other faculty members for the peer committee. One member of the committee should be from outside of the candidates home department.

The purpose of the peer teaching committee is to evaluate the candidates didactic teaching expertise and progress. The chair of the committee will send the members of the committee the schedule for the candidates teaching responsibilities prior to the beginning of each semester during the probationary period. Members can then choose a convenient time to sit in on lectures and/or labs to make their evaluations or comments. The candidates should be evaluated by this committee annually. A departmental form can be used as a guide evaluations. The evaluations of each committee member should be summarized by the committee chair and sent to the department chair prior to the annual personal Performance Review (PPR), May 1st of each year. These evaluations will be used for developmental and summative purposes in the tenure process and in departmental development and advancement.

Article VI - Adoption and Amendments

Section 1: Adoption

For adoption of the original bylaws by the department, two-thirds (2/3) of the professionally ranked faculty must register, by written ballot, an affirmative vote for adoption. The bylaws must be approved by the Dean of The College, and by the Vice President for Agriculture before their effective date. Once the bylaws are approved by the Vice President for Agriculture they will become effective.

Section 2: Amendments

Amendments to the bylaws may originate from the faculty or from the Department chair. Amendments must be proposed in writing and distributed to all departmental faculty. Amendments will be considered in regular meetings or any special meeting called for that purpose. The proposed amendments shall be distributed at least 7 days prior to the meeting at which they will be discussed. Voting on the amendment(s) will occur at a subsequent meeting. For an amendment to become effective it must receive an affirmative vote from 2/3 of the professionally ranked faculty within the Department. All voting shall be by written ballot. To become effective amendments must also be approved by the Dean of the College and the Vice President for Agriculture.

LACS
April 2002

8/11/00

Bylaws of the Department of Large Animal Clinical Sciences
Approval signatures:

Dr. Jack Britt
Vice President for Agriculture

Dr. M. Blackwell
Dean, College of Veterinary Medicine

Dennis R. Geiser
Chair, Large Animal Clinical Sciences

MEMORANDUM

To: **Dr. M. Blackwell**
Dean UTCVM

From: **Dennis R. Geiser**
Chair, LACS

Date: 8/11/00

Re: **Departmental Bylaws**

Dr. Blackwell:

Enclosed with this memo is a copy of the bylaws from the Department of Large Animal Clinical Sciences. The adoption of these bylaws was voted on and approved by the Departmental faculty on 8/2/00. In order for these bylaws to be officially in affect they must be approved by the Dean of the College and the Vice President for Agriculture. I submit them to you for your review and hopefully for your approval and that of Dr. Britt. Thank you.