

## **FACULTY SENATE MINUTES**

### **UTHSC Faculty Senate Meeting**

Zoom Monthly Meeting  
March 14, 2023

*Attendance:* (senators, administrators, and faculty)

*Attending:* Jillian McCarthy, Tayebah Pourmotabbed, Karen Derefinko, Phyllis Richey, Brett Wilson, Richard Smith, Terrance G Cooper, Martin E Donaldson, Robin Evans, Ioannis Dragatsis, Hilary Jasmin, David Hamilton, Shelley White-Means, Zheng Fan, Ramesh Narayanan, Alexandria Q Wilson, Wen Lin Sun, Rebecca B Reynolds, Kristen Bettin, Nina K Sublette, Thaddeus A Wilson, Maryann Clark, Emma Murray, L. Alexia Williams, Kim Carter, Yi Lu, Elizabeth Hall, Chris Wood, Steven M Doettl, April Hilsdon, Laura T Reed, Maggie Wheeler, Elisha McCoy, Hassan Almoazen, Jaqueline D Venturin, Ramesh Krishnan, Tauheed Ishrat, Vrushali Abhyankar, Yanhui Zhang, Mary Erickson, Frank Park, Vinay Jain, Jason Yaun, Heather Moss, Rachel Barenie, Tracy McClinton, Lisa Beasley, Edwards A Park, Alina Cernasev, Dennis Leo Kirk E Hevener, Maria Carrillo, Donna Lynch-Smith, Jacque Bradford, Vickie Baselski, Kristi Forman, Cynthia Russell, Kennard Brown, Peter Buckley, Lee Weaver, Dan Young, Tim Florence.

Meeting was called to order at 4:00 pm CST/5:00 pm EST

### **Faculty Senate Meeting**

**Presiding: Dr. Jillian McCarthy, President**

#### **Approval of February 14, 2023 minutes**

- The floor was opened for discussion of the February 14, 2023 meeting minutes. No edits were recommended. Dr. Richard Smith

motioned to accept the minutes as written. Motion was seconded by Dr. Tracy McClinton.

- Poll Everywhere vote:
  - Accept: 100% (34/34)
  - Do not accept: 0% (0/0)
  - Abstain: 0% (0/0)

### **Recognition of Dr. Ken Brown, EVC/COO service to the Faculty Senate**

- Dr. Jillian McCarthy presented on Dr. Kennard Brown's accomplishments
- Dr. Terrance Cooper presented the resolution to Dr. Kennard Brown
- Dr. Shelley White Means also spoke about Dr. Kennard Brown's accomplishments
- Dr. Brown spoke about his time at UTHSC

### **Discussion with Dr. Cynthia Russell, Vice Chancellor, Academic, Faculty and Student Affairs**

- COACHE Survey presentation (Addendum 1)
  - Survey for faculty to assess faculty experiences
    - Tailored questions for faculty experiences
  - Timeline: last survey was in 2022, not looking at findings
    - Intended to span a 3 year period
  - Where are we now?
    - Survey closed in April 2022
    - Data received in November 2022
    - Reports built by February 2023
    - Campus level reports set to President of UT and campus administrators
    - Now College levels reports being sent to Deans
    - Next steps are to assemble task forces and propose action items
  - 31% response rate across all faculty, with variation by college

- Strengths:
  - Mentoring
  - Clear criteria for tenure (if applicable)
  - Teaching discretion and time spent
  - Research direction agency
  - Resources and Faculty support
  - Work/life balance
  - Climate on campus
  - Clinical engagement
  - Top 5 best:
    - Quality of colleagues
    - Support of colleagues
    - Cost of living
    - Compensation
    - Geographic location
  - Top 5 worst:
    - Compensation
    - Quality of facilities
    - Too many assignments
    - Lack of support for research
    - Geographic location
- Weaknesses
  - Childcare
  - Undergraduate student learning
  - Mentoring of tenured associate professors
  - Interdisciplinary work support and recognition
  - Institutional governance
  - Researcher graduate assistance and course buyout
  - Shared governance
  - Recruitment and retention of faculty
- UTHSC Strategic Plan
  - Website: <https://uthsc.edu/about/strategic-plan/strategic-planning-2023-28.php>

- Now requesting feedback throughout March (feedback period ends on 3/31/23)
- Steering committee, then to UTHSC Advisory Board, and then to Board of Trustees
- COACHE presentations to each college will be scheduled
- McLean survey is not the COACHE survey – it is a “pulse” survey

### **Handbook Discussion**

- Dr. Terrence Cooper asked for objections on changes to each of the documents sent prior to the meeting: Appendix A (Addendum 2), Appendix K (Addendum 3), Resolution (Addendum 4), and Section 1 (Addendum 5)
- Dr. Terrance Cooper moved to accept these changes as writte. Dr. Thad Wilson Seconded.
  - Poll Everywhere:
    - Approve = 40/40 (100%)
    - Do not approve = 0/0 (0%)
    - Abstain = 0/0 (0%)

### **Resolution for Non-Tenure Track Appointments**

- Dr. Yanhui Zhang presented the resolution extending the duration of non-tenure track appointments to 3 years (Addendum 6)
  - No questions
- Dr. Yanhui Zhang motioned to approve the resolution. Dr. Tracy McClinton seconded.
  - Poll Everywhere
    - Approve = 41/42 (98%)
    - Do not approve = 0/42 (0%)
    - Abstain = 1/42 (2%)

### **New Business**

- Elections for Faculty Senate: Ensure that your department is holding elections for those whose terms are up

- Consider running for Faculty Senate Officer or Executive Committee spot/position

**Announcements:**

- Up-coming senate meetings:
  - 04/11/23: Dr. Tara Lemoine, CHIPS center
  - Recognizing Dr. Steve Goodman

The meeting adjourned at 5:04 pm CST/6:04 pm EST.

Respectfully Submitted,

Dr. Karen Derefinko  
Faculty Senate Secretary

# Addendum 1

4/6/2023



**COACHE**  
Faculty Job Satisfaction Survey

Overview for Faculty Senate

March 14, 2023

Cindy Russell, Vice Chancellor of Academic, Faculty and Student Affairs

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Where are we now?

Timeframe	Action
February 2022	Survey opens
April 2022	Survey closes
September-November 2022	Communicate w/ college-level units re: data received
November 2022-February 2023	Communicate w/ college-level reports built by Chief Data Officer
Spring 2023	Campus-level reports to President, Campus Administrators, Deans, Faculty Senate Executive Committee
Summer 2023	College-level reports to deans
Summer 2023	Communicate w/ college-level working groups, identify focus areas based on data
Fall 2023	Communicate and college-level working groups identify action items and measurable plans for fall

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**Background**

- COACHE (Collaborative on Academic Careers in Higher Education) is a research-practice partnership based in Harvard Graduate School of Education
- UT Board of Trustees recommended using this regularly as a faculty survey (UTK has participated for several years)
- UT System managed the COACHE contract for all UT institutions
- Vice Chancellor AFSA, Office of Faculty Affairs, and the Office of Institutional Research coordinated the survey and analyses
- Focuses solely on faculty
- Allows for benchmarking faculty experience over time
- Permits comparison with peer institutions who use COACHE

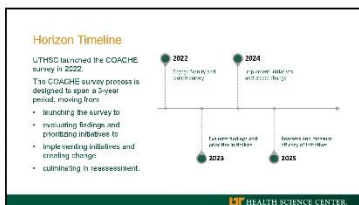
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**Survey Branching and Programming**

- Respondents were presented with only questions that directly related to their background and experience, including:
  - Rank: Instructor, Assistant Professor, Associate Professor, Professor
  - Tenure status: Non-tenure track, Tenure-track, Tenured
  - Clinical appointment type: Clinical faculty
- Most items used a five-point Likert scale
  - Satisfaction/Discontentment/Importance/Effectiveness (Clearly/Frequently/|Seldom/never)
  - Example: Very satisfied, Satisfied, Neither satisfied nor dissatisfied, Dissatisfied, Very dissatisfied
  - Time frame: Frequently, Regularly, Occasionally, Seldom, Never
  - Additional options of: I decline to answer, is not applicable, or I don't know

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**Horizon Timeline**

UTHSC launched the COACHE survey in 2022. The COACHE survey process is designed to span a 3-year period, moving from:

- launching the survey to
- incorporating findings and prioritizing initiatives to
- implementing initiatives and creating change
- continuing in reassessment.

Timeline markers: 2021 (2021 survey and analysis), 2022 (2022 survey and analysis), 2023 (2023 survey and analysis), 2024 (2024 survey and analysis), 2025 (2025 survey and analysis).

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**12 Survey Question Themes**

Health of work Overall	Health of work Teaching	Health of work Research	Health of work Service
Resources & Support	Empowerment, Work, Collaboration & Mentoring	Team & The roles	Professional Development & Leadership, Shared Governance
Department or college level (Faculty, Administrators & Support)	Work & Personal Life Balance, Climate	Appreciation & Recognition	Work/life balance & Satisfaction

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**Initial Global Results  
for UTHSC**

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**8 Global Strengths by Theme Area**

Nature of Work: Overall	Nature of Work: Teaching	Nature of Work: Research	Nature of Work: Service
Resources & Support	Interdisciplinary Work, Collaboration & Mentoring	Tenure & Promotion	Instructional Innovation & Leadership, Efforts & Commitment
Department Strategic Vision, Productivity & Effectiveness	Work & Personal Life Balance, Office	Appreciation & Recognition	Recruitment & Retention

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**Response Rates by College**

	Population	Respondents	Response Rate
Dentistry	101	43	43%
Graduate Health Sciences	N=5	N=5	N=5
Health Professionals	63	43	68%
Library	11	6	55%
Medicine	975	233	24%
Nursing	106	42	40%
Pharmacy	63	38	60%
<b>ALL FACULTY</b>	<b>1323</b>	<b>409</b>	<b>31%</b>

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**Example Areas of Global Strengths\***

- Interdisciplinary Work, Collaboration, & Mentoring**
  - Mentoring: Fulfilling role ..... 4.48
  - Mentoring: Important within and outside department ..... 4.53 / 4.01
  - Mentoring: Effective within department ..... 4.14
- Tenure and Promotion**
  - Clear criteria for tenure and promotion ..... 4.18 / 4.19
  - Clear process for promotion ..... 4.13
  - Clear time frame for promotion ..... 4.08
  - Clear expectations for scholarship and teaching ..... 4.20 / 4.07

\*Overall mean: 34 on 5-pt Likert scale

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**Response Rates by Group**

	Population	Respondents	Response Rate
All Faculty	1323	409	31%
Tenured	299	121	40%
Tenure Track	79	35	44%
Non-Tenure Track	975	253	26%
Professor	285	117	41%
Associate Professor	350	113	34%
Assistant Professor	596	155	26%
Instructor	85	21	25%
Men	765	198	26%
Women	561	204	36%
White	892	278	31%
Faculty of Color	451	133	31%
Asian	225	65	29%
Underrepresented Minorities	176	68	39%

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**Example Areas of Global Strengths\***

- Nature of Work: Overall; Nature of Work: Teaching**
  - Level of courses taught ..... 4.14
  - Discretion over course content ..... 4.16
  - Time spent on teaching ..... 4.08
- Nature of Work: Research**
  - Faculty influence over focus of research ..... 4.04
- Resources and Support**
  - Library ..... 4.17
  - Health benefits for self and family ..... 4.14 / 4.15
  - Retirement benefits ..... 4.02

\*Overall mean: 34 on 5-pt Likert scale

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### Example Areas of Global Strengths\*

- Work & Personal Life Balance**
  - Dept. meeting times are compatible with personal needs ..... 4.07
- Climate**
  - Colleagues are committed to diversity/inclusion ..... 4.20
  - Visible Leadership for support of diversity ..... 4.24
  - Colleagues pitch in when needed ..... 4.10
  - Department is collegial ..... 4.24
  - School/college is valued by President/Chancellor and Provost (CAO) ... 4.00
- Clinical Faculty [Nature of Work, Overall, Engagement]**
  - Portion of time spent on patient care/clinical services ..... 4.02
  - Department faculty discussions about effective care practices ..... 4.07

\*Overall mean of all 5 Likert scale items

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### Example Areas of Global Opportunities\*

- Institutional Governance and Leadership**
  - Dean or division head provides sufficient support in adapting to the changing mission ..... 2.81
- Nature of Work: Research**
  - Support for securing graduate student assistance ..... 2.88
  - Availability of course release for research ..... 2.98
- Shared Governance**
  - Important decisions are not made until there is consensus among faculty leaders and senior administrators ..... 2.91
- Recruitment and Retention**
  - Dept. addresses sub-standard tenured faculty performance ..... 2.97

\*Overall mean of all 5 Likert scale items

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### Incongruences

Items with overall positive means but at least one group has mean less than 3.0

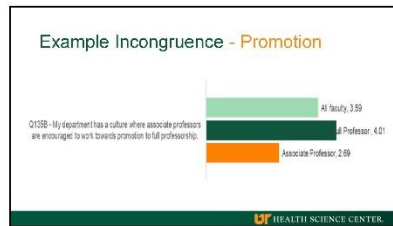
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### Example Areas of Global Opportunities\*

- Resources & Support**
  - Childcare ..... 2.83
- Engagement**
  - Dept. faculty conversations about undergraduate student learning ... 2.70
- Mentoring**
  - Mentoring of tenured associate professors ..... 2.83
  - Support for faculty to be good mentors ..... 2.75
- Interdisciplinary Work**
  - Rewarding in merit, promotion, and reappointment ..... 2.79 / 2.93 / 2.89
  - Budgets encourage interdisciplinary work ..... 2.88

\*Overall mean of all 5 Likert scale items

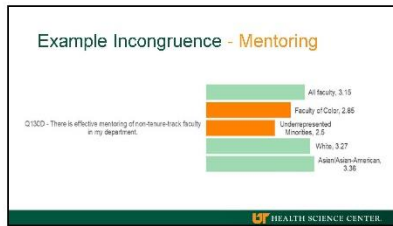
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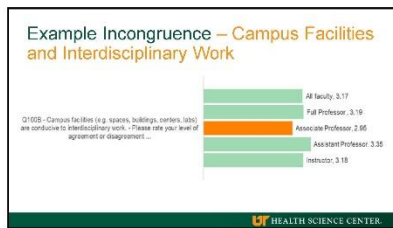
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### Campus-level Next Steps

- Work with UT System and other UT Campuses to harmonize the roll-out of system-wide comparative analyses and initiatives
- Present college-specific reports to the Dean of each college
- Assemble campus-level task force to review data
  - Members of Faculty Senate Committees
  - Faculty representatives from each college
  - Demographic cross-section of faculty
  - Relevant administrators
- Campus-level task force works with the college-level working groups to identify proposed action items that cross colleges and support individual colleges

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### College-level Next Steps

- Identify college faculty representative to serve on campus-level task force
- Assemble college-level working group to review data
  - Conduct high level review of the responses to COACHE and McLean surveys to determine if there is alignment around a single area across both the faculty and staff surveys
  - Identify COACHE data trends within and across groups (rank, tenure status, race/ethnicity, gender); obtain further comparative analysis, where warranted, that will guide initiatives
- College-level working groups prepare college-specific actions plans to share with campus-level task force to help identify proposed action items that cross colleges and support individual colleges

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### Global Questions

#### Best and Worst Aspects of Working at UTHSC

<p><b>Top 5 Best</b></p> <ul style="list-style-type: none"> <li>• Quality of colleagues (18%)</li> <li>• Support of colleagues (12%)</li> <li>• Cost of living (10%)</li> <li>• Compensation (7%)</li> <li>• Geographic location (8%)</li> </ul>	<p><b>Top 5 Worst</b></p> <ul style="list-style-type: none"> <li>• Compensation (8%)</li> <li>• Quality of facilities (8%)</li> <li>• Too much service/too many assignments (8%)</li> <li>• Lack of support for research/creative work (7%)</li> <li>• Geographic location (7%)</li> </ul>
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Question prompts:

- Please check the two (and only two) **best** aspects about working at your institution.
- Please check the two (and only two) **worst** aspects about working at your institution.

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### Questions about COACHE?

Moving next to a Strategic Planning Update . . .

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**2023-2028 UTHSC Strategic Plan**  
We want to talk to you and your colleagues

<https://www.uthsc.edu/about/strategic-plan/strategic-planning-2023-28.php>

- Request a Presentation
- Review the draft Strategic Plan
- Provide feedback for the draft Strategic Plan



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**Click on Strategic Plan**




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Go to our homepage @ uthsc.edu




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The landing page is our current strategic plan




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Hover over ABOUT




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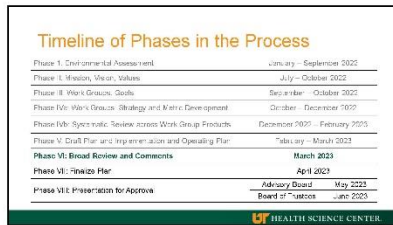
Our new strategic planning page




1. Draft Strategic Plan
2. Submit Your Feedback
3. Request a Strategic Plan Presentation

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### Now: March 2023

- Campus engagement to provide feedback
- All constituent groups:
  - Internal groups including faculty, staff, students, and more
  - External individuals and groups including community partners
  - Across the state
  - Representing all mission areas
- Strategic Planning Townhall on March 31
  - 11:30 lunch
  - 12:00 – 1:30 strategic plan discussion

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### Next Steps After March

- Solicit feedback from across UTHSC: no later than April 5
- Feedback is integrated into Strategic Plan: April 5 – 11
- Updated Strategic Plan is presented to Steering Committee:  
by April 12; feedback due by April 21
- Final revision of Strategic Plan: week of April 24
- Materials to UTHSC Advisory Board: by May 1
- Final version presented to UTHSC Advisory Board: May 12
- Assuming UTHSC Advisory Board approval, Strategic Plan is presented to the UT Board of Trustees for final approval: June 20-30

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Questions about  
Strategic Planning?

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## Addendum 2

*Approval History*  
 February 2, 2023 Approved by FAWSG  
 3-1-23 Distributed for FSEC for disposition  
 3-2-23 Approved FSEC  
 3-3-23 Distributed to full Faculty Senate for disposition

### APPENDIX A – ORGANIZATIONAL CHARTS

UT System Administration Table of Organization can be viewed at [www.tennessee.edu/system/administration/](http://www.tennessee.edu/system/administration/)

UTHSC Office of the Chancellor Organizational Chart

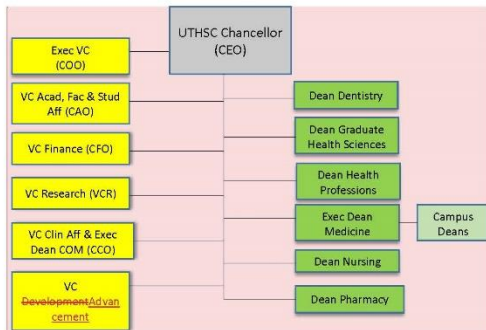
UTHSC Listing of Campus Administrative units can be found at [www.uthsc.edu/administration/](http://www.uthsc.edu/administration/)

**Commented [PKF1]:** UT System Administration Table of Organization will be linked to UEL page that will be linked to [www.tennessee.edu/system/administration/](http://www.tennessee.edu/system/administration/)

**Commented [PKF2]:** UTHSC Office of the Chancellor Organizational Chart will be linked to the UEL page that will be linked to <http://www.uthsc.edu/healthsciences/chancellor-organizational-chart.pdf>

**Commented [PKF3]:** UTHSC Listing of Campus Administrative units will be linked to UEL page that will be linked to [www.uthsc.edu/administration/](http://www.uthsc.edu/administration/)

An Organizational Chart for UTHSC is shown below



**Commented [PKF4]:** Org chart diagram will be deleted

## Addendum 3

1-17-23 Distributed to Handbook Committee Members  
1-20-23 Accepted by Handbook Committee for FSEC distribution subject to adjusting dates to present academic calendar & clarification of "appropriate"  
2-1-22 Distributed to FSEC members for disposition  
2-1-23 submitted to Kristi Forman in preparation for 2-2-23 FSEC meeting  
2-1-23 Received from Kristi Forman (2-1-23 email)  
2-2-23 Approved by FSEC for distribution to full Senate for disposition  
2-2-23 submitted to Kristi Forman  
2-3-22 Approved by FAWG  
3-3-23 Distributed to full Senate members for disposition

### APPENDIX K – PROCEDURE FOR THE INTERIM PROBATIONARY REVIEW FOR THE AWARD OF TENURE

#### General Information about the Mandatory Interim Probationary Review

For each tenure-track faculty member, the department and the Chair will conduct an enhanced review to assess and inform the faculty member of his or her progress toward the grant of tenure during the third or fourth year of the probationary period (with the year to be determined in the department chair's sole discretion). The purpose of the Mandatory Interim Probationary Review is to establish a mutual understanding between the faculty member and the Chair regarding his or her progress towards attainment of tenure, whose probationary period is four or more years, a Mandatory Interim Review will be conducted (Faculty Handbook, Section 4.14.3.3). This two-part review will be conducted (1) by the tenured faculty in the department (or division) or the College Promotion and Tenure Committee (CPT Committee), if appropriate (the department does not have at least 3 members qualified to vote on a tenure/promotion recommendation), and (2) by the Chair at the same time as the Annual Performance and Planning Review. An example of the summary document for the Mandatory Interim Review (Form 2) is attached. If the probationary period is four years, the Mandatory Interim Review occurs in the second year (Faculty Handbook, Section 4.14.3.3). If the probationary period is five, six, or seven years, the Mandatory Interim Review occurs during the third year (Faculty Handbook, Section 4.14.3.3). Annually, the time line for completing this review is the same as that for the Annual Performance and Planning Review (Faculty Handbook, Section 4.14.3.3).

According to the Board's policy on tenure, an adequate evaluation of a tenure candidate's qualifications, professional contributions, potential, and determination of whether he or she should be accepted as a tenured member of the UTHSC academic community, requires the judgment of both the candidate's faculty colleagues and the responsible administrators (Faculty Handbook, Section 4.15.1). Thus, although recommendations for tenure are administrative actions that must be approved by the Board of Trustees, there should be no positive recommendation for tenure without formal consultation with the tenured faculty of the department in which the candidate holds his or her position (Faculty Handbook, Section 4.15.1). At UTHSC this formal consultation with the tenured faculty in the candidate's department is contained in the Interim and Final Probationary Reviews of the candidate's performance by the tenured faculty of his or her department (Faculty Handbook, Sections 4.14.3.3, 4.14.3.4, and 4.15.1). If a department does not have at least three tenured faculty members (excluding the Dean and Chair), the CPT Committee (Section 4.4.2) will perform this review. In large departments (e.g., Medicine, Pediatrics, etc.), the Chair may divide the tenured departmental faculty by divisions in order to form several committees composed of five or more tenured faculty members.

#### Definitions and Applications of Faculty Performance Ratings

[See Appendix J]

**Procedure for the Mandatory Interim Review**

The Department Chair may delegate his or her responsibility for the Mandatory Interim Review to other individuals. The purpose of the Mandatory Interim Review is to establish a mutual understanding between the faculty member and the Chair regarding the faculty member's progress towards attainment of tenure (*Faculty Handbook*, Section 4.14.3.3). The procedure for the Interim Review should include the following elements:

- a. The Chair should counsel the faculty member concerning updating his or her curriculum vitae and the identification of supporting documentation to be submitted to the tenured departmental or divisional faculty (or CPT Committee, if appropriate) (*Faculty Handbook*, Section 4.14.3.3). The faculty member, in consultation with the Chair, should compile a dossier containing all documents to be submitted for review. Although each department's tenured faculty and Chair determine what additional items are required for a candidate's dossier, the dossier must include at least the following items (*Faculty Handbook*, Section 4.11.2):
  1. Current Curriculum Vitae, in the form required by UTHSC;
  2. The initial appointment letter and annual reappointment letters with all figures related to salary or income completely obscured;
  3. Annual accomplishments and goals, written by the candidate, since accepting a tenure-track faculty appointment at UTHSC; and
  4. Summaries of Annual Performance-and-Planning Reviews, written by the Chair and the faculty member's responses, if any, that correspond to the annual accomplishments and goals of item 3 above.

The faculty member may also include in the dossier any other documents that he or she believes may assist the tenured faculty in its review or be relevant to a positive recommendation (*Faculty Handbook*, Section 4.11.2). Such documents may include, but are not limited to, sample publications; summaries of student teaching evaluations, as well as other indicators of teaching performance; or letters of evaluation. A letter of evaluation contains a subjective peer-evaluation of a candidate's accomplishments and professional standing. For any candidate the maximum number of requested letters of evaluation is six (*Faculty Handbook*, Section 4.11.2). Within a department the number and nature of required letters should be uniformly applied to every faculty member. Any letters of evaluation should be directed to the Chair.

- b. The tenured departmental or divisional faculty (or CPT Committee, if appropriate) will review the dossier and meet for the purpose of recording a formal, anonymous vote on the individual's progress towards tenure (*Faculty Handbook*, Section 4.14.3.3). A quorum shall be fifty percent (50%) of the tenured faculty eligible to vote on a given candidate or issue, and a positive or negative recommendation shall be decided by a simple majority of those tenured faculty members present (*Faculty Handbook*, Sections 4.4.2 and 4.4.3). A report will be written to the faculty member's Chair and will contain the following: a list of the tenured faculty members in attendance; all suggestions; the majority and minority views, if relevant; and the summary vote.

- c. The Chair requests from each probationary faculty member for whom the Mandatory Interim Review is required: (1) a summary of activities and accomplishments for the previous academic year beginning July 1, [year], and (2) a summary of the faculty member's proposed academic goals for the upcoming year beginning July 1, [year]; these are to be completed by May [day], [year] [the date specified in the Faculty Evaluation Calendar].
- d. ~~During May and June [year]~~ Annually, in the time frame set forth in the Faculty Evaluation Calendar, each faculty member must meet with the Chair (*Faculty Handbook*, Sections 4.14.3.2 and 4.14.3.3). This meeting with the Chair constitutes the second part of the Mandatory Interim Review. The purpose of this meeting is four-fold: (1) to review the faculty member's performance in achieving previously established academic goals during the probationary period, including the preceding ~~academic~~ year; (2) to present and discuss the tenured faculty's report; (3) to receive the work assignment for the coming ~~academic~~ year; and (4) to mutually establish the academic goals to be achieved by the faculty member during the coming year (*Faculty Handbook*, Sections 4.14.3.2 and 4.14.3.3). The Chair discusses with each faculty member his or her performance in teaching, scholarly activities, service, and/or patient care (if applicable). This discussion must include the faculty member's progress toward tenure consideration (*Faculty Handbook*, Section 4.14.3.2). The Chair should, when appropriate, comment upon outstanding performance, or ways in which the performance can be improved. Finally, the Chair should assess the overall performance of the faculty member and assign one of the performance ratings listed above. In this review, the Chair should consider the following criteria, if appropriate:
- Teaching** — Quality of instruction and instructional materials, interaction with students, level of participation, number of courses, number of contact hours, caseloads, etc. Review should be obtained from all programs (both intra- and inter-collegiate) in which the faculty member participates;
  - Patient Care** — (if applicable) Quality and quantity of patient care, consultant role, etc.;
  - Scholarly Activities** — Research completed, research in progress, grants received, presentations delivered, papers published, continuing education activities, etc.; and/or
  - Service** — Committee participation, administrative assignments, consultancies, assistance of colleagues in research activities, offices held, etc.
- e. In addition, the Chair should include in the performance review a discussion of the *General Information* from Appendix J dealing with faculty workload.
- f. The Chair prepares a narrative summary of the discussion, including assessment in each category, and his or her expectations of the faculty member for the next ~~academic calendar~~ year beginning July 1, [year]. The narrative must document the faculty member's progress toward tenure consideration (*Faculty Handbook*, Section 4.14.3.2). The Chair attaches the narrative summary to Form 2.
- g. As soon as possible after the discussion, the faculty member should be provided with the Chair's review, including summary document (Form 2), narrative summary, and next year's goals and expectations. A period of five days is suggested as a guideline for this requirement. The faculty member may prepare an optional response to the Chair's review and expectations; this response, if



any, should be attached to the summary document. A period of five days is also suggested as a guideline for this requirement, if applicable.

- h. In response to a negative rating, the Chair and the faculty member should develop a written plan with a specific time frame, whereby the faculty member can meet the departmental expectations within the next year; this plan must be attached to the narrative summary (*Faculty Handbook*, Section 4.14.3.3). Alternatively, an unsatisfactory rating on the Mandatory Interim Review may lead to a notice of non-renewal (*Faculty Handbook*, Section 4.14.3.3).
- i. The mutually established goals for the next academic year, with the Chair's comments, if required, should be attached to the summary document (Form 2).
- k. The summary document (Form 2), with all attachments, must be signed by both the Chair and faculty member (to acknowledge receipt of the review document) (*Faculty Handbook*, Section 4.14.3.2). The faculty member may, if desired, enter a self-evaluation in the column headed "Faculty Member." The original should be retained in the departmental office with complete copies provided to the Dean and the faculty member by ~~June (day), (year)~~ the date specified in the [Faculty Evaluation Calendar](#).
- l. Upon completion of the review process, and no later than ~~July (day), (year)~~ the date specified in the [Faculty Evaluation Calendar](#), the Chair should forward to the UTHSC Chief Academic Officer a signed Certification of Faculty Review (Form 4).

See <https://academic.uthsc.edu/docs/Faculty-Evaluation-Calendar.pdf> [Faculty Evaluation Calendar](#)

**Commented [PK#1]:** These changes have already been approved by the Board.

**Commented [PF#2]:** look up language around "appropriate" and when there is not a depart committee. look at senate bylaws.

**Commented [PK#3]:** Link on URL page to <https://uthsc.edu/isa/faculty-affairs/documents/faculty-evaluation-calendar.pdf>

## Addendum 4

2-28-23 Distributed to Handbook Committee  
3-1-23 Distributed to FSEC member for disposition  
3-2-23 FSEC approved  
3-3-23 Distributed to full Faculty Senate for Disposition

### **Resolution of the UTHSC Faculty Senate**

**March 14, 2023**

#### **Removal of references to “Faculty Evaluation Manual” from UTHSC Faculty Handbook**

**Whereas**, “Faculty Evaluation Manual” is referred to throughout the currently approved version of the UTHSC Faculty Handbook, Section 4; and

**Whereas**, a Faculty Evaluation Manual does not exist; and

**Whereas**, **current Senate approved** revisions to UTHSC Faculty Handbook, Section 4 are restricted to those referring to the Faculty Evaluation Manual,

**Therefore**, be it resolved that the following 13 passages from the UTHSC Faculty Handbook, Section 4 be revised as indicated below:

**Section 4.7.2.** ~~Sample letters of appointment are included in the Faculty Evaluation Manual.~~

**Section 4.14.3.2.** ~~Sample letters of appointment are included in the Faculty Evaluation Manual~~ Appendix J  
~~Faculty Evaluation Manual~~Appendix J

**Section 5.3.2.** ~~Faculty Evaluation Manual~~Appendix J

**Section 6.2.2.** ~~Faculty Evaluation Manual~~Appendix J

**Section 6.2.3.** ~~Faculty Evaluation Manual~~Appendix J

**Section 6.7.** ~~the Faculty Evaluation Manual~~Appendix J

**Section 6.8.** ~~the Faculty Evaluation Manual~~Appendix N

**Section 6.8.1** ~~the Faculty Evaluation Manual~~Appendix N

~~manual~~ Appendix

**Section 6.8.1** ~~the Faculty Evaluation Manual~~Appendix N

**Section 6.8.3.** ~~Faculty Evaluation Manual~~Appendix N



**Faculty Senate**  
faculty@uthsc.edu

**Memphis**  
**Knoxville**  
**Chattanooga**  
**Nashville**

[Faculty Evaluation Manual Appendix N](#)

## Addendum 5

2-23-23 Received from Kristi Forman  
2-23-23 Distributed to Handbook Committee for Revision and/or disposition  
2-28-23 Handbook Committee revisions forwarded to President for distribution to FSEC  
3-1-23 Distributed to FSEC members  
3-2-23 FSEC Approved  
3-3-23 Distributed to full Faculty Senate for disposition

### SECTION 1 INTRODUCTION

#### 1.1 The University of Tennessee

Founded in 1794, The University of Tennessee (the University) is a statewide, multi-campus, land grant university providing comprehensive, postsecondary educational experiences. The University is a corporate agency of the State of Tennessee. The purpose of the University is to engage in the governmental function of affording an education primarily to the youth and citizens of the State of Tennessee and to instruct and train them in those subjects leading to the degrees of bachelor of arts, master of arts, medical degrees, or any other degree known and used in any college or university in any of the United States; also to be a leading research institution devoted to research and instruction in agriculture, the arts and sciences, law, medicine, business, education, architecture, and the other disciplines.

The University's governing body is the Board of Trustees (Board), made up of certain *ex officio* members as well as certain members appointed by the Governor of Tennessee. The chief executive officer of the University is the President who reports to the Board. The ~~table of organization and~~ organizational chart of the University can be accessed from a link that is listed in Appendix A.

#### 1.2 The University of Tennessee Health Science Center

Established in 1911, the University of Tennessee Health Science Center (UTHSC) is the University's comprehensive academic health science center. The mission of UTHSC is to improve the health and well-being of Tennesseans and the global community by fostering integrated collaborative and inclusive education, research, scientific discovery, clinical care, and public service. ~~to improve human health through education, research, and public service, with an emphasis on improving the health of Tennesseans.~~ The chief executive officer is the Chancellor, who reports to the President. The table of organization and organizational chart, showing the principal administrative officers of UTHSC are contained in Appendix A.

#### 1.3 The Faculty of UTHSC

The faculty of UTHSC is the society of scholars appointed by The University to collectively teach, investigate, and perform patient care and other public and institutional service to further the mission of UTHSC. The specific academic assignment of the individual faculty member is determined cooperatively by the faculty member and the University, with appropriate regard given to both the academic interests of the faculty member and the academic needs of The University (Section 4); however, the final decision regarding the faculty member's specific academic assignment rests with the Chair and/or Dean (Section

Last Revised August 2018 July 25, 2021 July 29, 2021 **9/4/2024 9/27/2021**

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Commented [RCK(1)]: Explanation: Source of the quoted material unable to be determined. Deleted quotation marks since we are unable to determine source.

Commented [RCK(2)]: Explanation: Deleted "table of organization and" since there is no longer a table of organization. The URL to the UT System Organizational Chart is <http://tennessee.edu/web-content/uploads/2021/09/SystemOrgChart.pdf> - perhaps we just need to do a link for that in the URL appendix, as below we could do the organizational chart for UTHSC, and then we eliminate an appendix.

Commented [RCK(3)]: TO DO: Once the Handbook is assembled, link from here to the actual appendix being referenced.

Commented [RCK(4)]: Explanation: Deleted outdated mission statement and substituted with current mission statement.

Commented [FK(FSR4)]: Updated with 2023 mission statement that is pending Board approval.

Commented [RCK(6)]: TO DO: Once the Handbook is assembled, link from here to the actual appendix being referenced. As noted in the section above, we could link to the URL appendix that contains a link to the UTHSC organizational chart and then eliminate appendix A. <http://uthsc.edu/chancellor/documents/chancellor-organizational-chart.pdf>

Commented [RCK(7)]: TO DO: Once the Handbook is assembled, link from here to the actual section being referenced.

4.24.1). All members of the faculty, regardless of rank, seniority, or tenure status, are expected to continually maintain expertise and seek additional knowledge in their field[s] of study, and to use that expertise and knowledge to benefit others.

The UTHSC faculty is organized into colleges, as well as certain non-collegiate academic units, based primarily on the health sciences professions and the curricula. The colleges and non-collegiate academic units are further subdivided into departments, divisions, etc., when warranted by the size of the college or unit.

**Commented [RCK(8):** Explanation: Edit required to point to correct section.

**Commented [RCK(9):** TO DO: Once the Handbook is assembled, link from here to the actual section being referenced.

The colleges and non-collegiate academic units of UTHSC are the:

1. College of Dentistry,
2. College of Graduate Health Sciences,
3. College of Health Professions,
4. College of Medicine,
5. College of Nursing,
6. College of Pharmacy, and
7. Health Sciences Library.

#### 1.4 The Faculty Handbook

The *UTHSC Faculty Handbook (Faculty Handbook)* is intended to be a general reference to the University guidelines and policies. This *Faculty Handbook* supersedes all collegiate and departmental bylaws, which must conform to this *Handbook*.

When official University policies and procedures are changed by action of the Board of Trustees, or other duly constituted authority, such changes become effective on the date designated at the time of their adoption and supersede any provision of the *Faculty Handbook* to the contrary without need for further notice. Notification of such changes is regularly given to collegiate and departmental offices and (on some topics) to individual faculty members. The most recently revised version of the *Faculty Handbook* is available in UTHSC's policy management system, on the Faculty Senate home page at <http://physiol.stemem.edu:8080/cocon/facsenate/page.handbook.Handbook/facsenate/handbook>

Current administrative policies are listed on UTHSC's policy management system, [http://www.uthsc.edu/policies/0922\\_document\\_list.php?app=ADMA](http://www.uthsc.edu/policies/0922_document_list.php?app=ADMA)

University-wide policies are located in The University of Tennessee's document management system, home page at [https://my.tennessee.edu/portal/page?\\_pageid=3434235&\\_dad=portal&\\_schema=PORTAL](https://my.tennessee.edu/portal/page?_pageid=3434235&_dad=portal&_schema=PORTAL)

This *Faculty Handbook* has been designed for the use of the faculty. Any suggestions for changes or improvements for future editions are always welcomed and should be forwarded to the UTHSC Chief Academic Officer and/or the President of the Faculty Senate.

Last Revised ~~August 2018~~ ~~July 25, 2021~~ ~~July 29, 2021~~ 9/4/2021 9/27/2021

**Commented [RCK(10):** TO DO: Link "UTHSC Faculty Handbook" to the URL appendix where we will link to the actual location of the Faculty Handbook in the policy medical system.

**Commented [RCK(11):** TO DO: Link "Faculty Handbook" to the URL appendix where we will link to the actual location of the Faculty Handbook in the policy/medical system.

**Commented [RCK(12):** TO DO: "UTHSC's policy management system" will be a link to the appendix. <https://uthsc.policymedical.net>

**Commented [RCK(13):** Explanation: Deleted language as the Faculty Senate home page is no longer at that location (the physio server) and the location for the always accurate version of the Faculty Handbook is in the UTHSC policy medical system. While we may post the same version of the Handbook in multiple locations, pointing to one location as the primary and always accurate location is best.

**Commented [RCK(14):** TO DO: "UTHSC's policy management system" will be a link to the URL appendix. <https://uthsc.policymedical.net>

**Commented [RCK(15):** Explanation: Deleted URL as it is no longer accurate.

**Commented [RCK(16):** TO DO: "The University of Tennessee's document management system" will be a link to the URL appendix. <https://university.tennessee.policortech.com/?public=true&siteid=1>

**Commented [RCK(17):** Explanation: Deleted the old URL that is no longer accurate.

## Addendum 6

### **UTHSC Faculty Senate Resolution on Multi-year Appointments**

**Whereas**, 74.7% (11-2022) of UTHSC faculty are non-tenured or on a non-tenure track; and

**Whereas**, the UTHSC Faculty Handbook does not contain language that clearly permits multi-year appointments; and

**Whereas**, multi-year appointments of non-tenure track UTHSC faculty are rare; and

**Whereas**, the inability to offer multi-year appointments is detrimental to UTHSC faculty recruitment and retention; and

**Whereas**, the UTK Faculty Handbook contains text permitting multi-year appointments and requirements for notification of appointment non-renewal (Sections 8.1 and 8.2),

**Therefore be it resolved**, that the UTHSC Faculty Senate recommends that the Faculty Senate Executive Committee, via the Senate Handbook Committee, collaborate with the Administration to develop the policy for the UTHSC Faculty Handbook.