

BYLAWS OF THE DEPARTMENT OF MICROBIOLOGY

I. INTRODUCTION

These bylaws, adopted by the faculty of the Department of Microbiology, adopted on August 18, 2014, reflect the position of the Department in the teaching, research, service and administrative functions of the Department. In general, the actions of the Department are determined by the recommendations of its various standing and *ad hoc* committees, subject to approval of the voting faculty. In some cases, all decisions of the committee are brought before the entire faculty, while in others, the committee decision is adopted as official in the absence of objection after a reasonable time; these instances are made explicit in the following sections. Decision-making votes may be taken by email when deemed appropriate by the Department Head. According to the policy of the College, the Head may set any decision of the faculty aside, except in matters of curriculum.

These bylaws are subject to all provisions of faculty governance that appear in the University Faculty Handbook and the bylaws of the College of Arts and Sciences (CAS).

II. FACULTY MEMBERS AND DECISION MAKING PROCEDURES

A. Within the Department of Microbiology are Full-time, Joint, Adjunct, Emeritus/Emerita, and non-tenure track faculty members.

1. Full-time faculty members are those at the rank of assistant professor or above whose sole tenure home is the Department of Microbiology. They have full voting rights on all matters including tenure and promotion, with the restriction that they may only vote on tenure and promotion for those whom they outrank. Thus, assistant professors are unable to vote on tenure and promotion of tenure-track faculty.
2. Joint faculty members are those whose appointment spans more than one unit. These members are appointed through a Joint Faculty Agreement between UTK and another entity. If the joint faculty member's tenure home is not in the Department of Microbiology (as determined in the *Faculty Handbook*, Section 3.5, and indicated in the person's official contract with the University), he or she can not vote on Departmental matters concerning promotion, retention or tenure per University guidelines. However, participation in voting on all other departmental matters is open to Joint Faculty members. Further detail is found in Appendix 1 of this document.
3. Adjunct faculty members have their primary appointment in another department, but have mutual research and academic interests with the Department. These members apply for the position of adjunct as outlined in Appendix 2. Given that their primary appointment is not in the Department, they are not considered voting faculty members.
4. Non-tenure track members (Appendix 3) include research assistant, research associate, and research professors as well as instructors, lecturers, senior and distinguished lecturers, and are non-voting faculty. Research assistant, associate, and full professors are research-focused personnel within a tenure-track or tenured faculty member's laboratory and are appointed as such by the voting faculty as outlined in Appendix 3.

Research professors possess certain privileges within the Department and can apply for grants; however, the Department has no financial responsibilities to this group (Appendix 3). Instructors, lecturers, senior and distinguished lecturers are non-tenure track teaching faculty; appointment, promotion and review are as outlined in Appendix 3. Although non-voting members of the Department, non-tenure track members can be assigned departmental duties as outlined in Appendix 3.

5. Postdoctoral fellows are researchers within a tenure-track or tenured faculty member's laboratory; the Department is not financially responsible for fellows nor are fellows considered voting members.
 6. Emeritus/emerita professors are awarded this rank upon retirement by the Chancellor after recommendation from the Head, Dean, and Chief Academic Officer. As these are retired faculty members, they are non-voting members.
- B. Decisions, subject to the conditions specified in the introduction, are made by the voting members of the faculty at meetings called by the Head or Associate Head. Before each meeting, an agenda is prepared by the Head or Associate Head and distributed to the faculty at least one week prior to the meeting. Additional items may be added to the agenda at the time of the meeting.
- C. Voting members of the faculty are outlined above in Section II A. Decisions are made by a simple majority vote of the voting members present at the meeting unless specifically defined below.
- D. Decisions can be made only if a quorum is present. A quorum consists of three-fifths of the voting members of the faculty; in 2014, a quorum is 10 members. A voting member who, at the time of a meeting, is unavailable for a period of five days or more due to travel, family leave or other extenuating circumstances, will not be counted as a voting member for purposes of establishing a quorum. In any case, a quorum will be no fewer than eight.
- E. In some instances, voting by email or proxy can be permitted, provided the missing member is given an appropriate synopsis of the item being voted upon in advance.

III. STANDING COMMITTEES

Standing committees are appointed by the Head. Appointments are normally for staggered, three-year terms. The Head designates the chairperson of each standing committee.

- A. The Microbiology Department has the following standing committees:
1. Undergraduate Affairs Committee: duties include development and review of undergraduate curriculum
 2. Graduate Admissions Committee: duties include recruitment and evaluation of graduate applicants
 3. Graduate Affairs Committee: duties include GTA assignments and research progress monitoring
 4. Graduate Curriculum Committee: duties include development and review of graduate curriculum

5. Awards Committee: duties include evaluation and selection of students, instructors, and staff for annual awards
 6. Teaching Evaluation Committee: duties includes scheduling teaching reviews, and completing mandated University teaching evaluations
 7. Microbiology Retreat Committee: duties include organization of the annual retreat
 8. Departmental Bylaws Committee: duties include yearly updates to the departmental bylaws
- B. Other committees and/or assignments may be distributed among the faculty for the following: Vols Teach Advisor; CAS Natural Sciences Curriculum Committee representative; Facilities and Equipment; Biosafety Officer; Radiation Safety Officer; Library Representative; Dean's Advisory Board representative; Provost Advisory Board representative; Faculty Senate representative; MUC Advisor; Departmental Newsletter; Departmental Webpage; IACUC; ACAC; IBC.
- C. A *taskforce* is a temporary committee appointed by the Head to address a specific, current situation and/or need. Upon completion of the assigned duty, the taskforce is dismissed.

IV. PROCEDURES FOR SELECTION OF NEW FACULTY AND ADMINISTRATORS

- A. Role of Faculty in Faculty Searches
1. Refer to the *UTK Faculty Handbook* (Section 3.1, Process for appointment of new faculty to tenure-track positions). In summary, when the Department determines that there is a need for a new faculty member, and when permission has been obtained to advertise for a new faculty position, the Head will name a search committee comprised of no fewer than 5 faculty members which reflects the diversity of rank and research interests in the Department, a minimum of four from the department and at least one external representative from another unit in the University of Tennessee. The search committee arranges solicitation of applications, screening of applicants, and invitation of several candidates to visit the Department, give seminars, and interview with the faculty and appropriate members of the College and University administration. Finally, the faculty members are asked to indicate their preference among the candidates to the Head, who makes an offer to the preferred candidate(s), unless a compelling reason dictates otherwise, and negotiates the offer with the input of the Dean, or Dean's designate, of the College of Arts & Sciences. The Department is also committed to promoting diversity, and with that, the Department has established a plan to promote diversity in the faculty ranks (see Appendix 4).
- B. Role of Faculty in Head Searches.
1. Refer to the *UTK Faculty Handbook* (Section 1.4.4 Selection of Department Heads). Briefly, the voting faculty prepares a statement for the Dean expressing their expectations for a new Head; this document must encompass all viewpoints. The Dean may then meet with the faculty to review their needs. He/she will select a search chairperson from outside the Department as well as appoint members from within the Department to serve on the committee. Following the search, the voting faculty expresses their viewpoints and vote on

the candidates: this vote and discussion as well as the search committee's views are presented to the Dean for final consideration.

- C. Role of Faculty in College- and University-Level Administrative Searches
 - 1. Refer to the *UTK Faculty Handbook* (Section 1.7 Faculty Role in Selection and Evaluation of University Administrators). For such searches, the University asks for nominations from the University (or College specific) faculty to fill these slots; the faculty are given the opportunity to present their evaluations of the candidates for academic administrative offices.
- D. Role of Faculty in Appointment of Faculty Candidates to the Department of Microbiology Resulting from Upper-Level Faculty Searches (e.g., Governor's Chairs and Center Directors)
 - 1. In recognition that faculty candidates are occasionally hired through searches administered at the College or University level, the Department will be guided by the following policies when the faculty candidate requests permission to join the Department:
 - a. All Tenured and Tenure-track faculty, who have a tenure home in the Department of Microbiology, will vote whether to accept the faculty candidate into the Department of Microbiology. Permission to join the Department will be granted if the candidate receives a positive vote from two-thirds of the voting faculty.
 - b. Faculty with appropriate rank will vote whether to grant the faculty candidate tenure and rank in the Department of Microbiology. Permission to join the Department will be granted if the candidate receives a positive vote from two-thirds of the voting faculty.

V. MENTORING OF TENURE-TRACK FACULTY

- A. Selection of a Mentor.
 - 1. All newly hired assistant professors are appointed a mentor by the Head. This selection is held in consultation with the mentee to ensure a proper match based upon similar research interests, teaching focus and the ability to work well together.
- A. Relationship with the Mentor
 - 1. It is expected that the mentor and mentee will meet formally at least twice a year. One of these meetings should coincide with completion of the mentee's workload documents. The mentor should review these documents with the mentee and together, review research and teaching progress as well as set goals and expectations for the upcoming year. The mentor is then expected to write the narrative for retention for the mentee following the departmental vote, and consult with the mentee regarding the narrative. There should be at least one additional yearly meeting during which time progress made on the agreed upon goals can be evaluated.
- B. Problems that may arise
 - 1. While every effort will be put into place to ensure a proper match between mentor and mentee, it maybe that there is a better "fit." In this case, the mentee may discuss with the Head the possibility of switching mentors.

2. If the mentor leaves the University, the Head, in consultation with the mentee, will appoint a new mentor.

D. Expansion of the mentoring plan to include mentoring of Associate Professors is valued and efforts are underway to expand our guidelines.

VI. PROCEDURES FOR TENURE AND PROMOTION AND PERFORMANCE REVIEW

A. Faculty Expectations.

1. The Department's guidelines are necessarily somewhat imprecise and flexible, as faculty reviews for tenure, promotion, etc. are inherently subjective in nature. A positive faculty review is based on the perception that the person being evaluated is a collegial, productive member of the Department who represents the Department well in the College, the University, and the greater scientific community comprising his/her field. This perception needs to reflect what the person in question is doing now and his/her perceived potential for the future. These guidelines consist of a balance of scholarship, teaching, and service, and are designed to encourage the maintenance of the internationally recognized and strong, externally funded research commitments for which our department is recognized, while also motivating the faculty to maintain high standards for teaching and service. The flexibility in the guidelines provides us the opportunity to account for the strengths and weaknesses of our faculty as individuals. That said, our guidelines for teaching, scholarship, and service follow.

a. Teaching: We expect our faculty to carry a "1 + 1" teaching load with a mix of undergraduate and graduate courses (as understood for all science-heavy departments in the College of Arts and Sciences). Although we cannot count it toward our 1+1 load, we should consider teaching our graduate students (listed officially under research) as a teaching effort. In the sciences, mentoring our graduate students requires a huge amount of effort: daily/weekly review of their experimental data to help interpret results and direct subsequent experiments; help in organization of their data into "paper-size" information packets for publication; review of their posters and other meeting presentation materials. These efforts apply, in part, also to undergraduates participating in research in our laboratories under our direction. The Microbiology Department has made a commitment to providing our majors an opportunity to work in our research labs. Collectively, we have mentored over 100 undergraduate students in this manner over the last two years. These students are mostly working for credit by enrolling in courses 400, 401 or 402. [The effort put forth by faculty in mentoring undergraduates in these laboratory course, unfortunately is not recognized by the Administration as part of the regular teaching load.]

b. Research: Maintain an active research program that includes (1) outside funding by a major agency such as NSF, NIH, ACS, etc. is EXPECTED with a target of at least \$100,000/year total costs once his/her laboratory established; (2) submission of 1-2 grant applications/year; (3) publication of an average of 2 or more peer reviewed papers in well-recognized journals per year, once the faculty member's lab is established; (4) mentoring of 2-5 PhD students, with direct participation in their research; (5) organization of journal clubs to review

literature; (6) supervision of an average of 2-6 undergraduate laboratory participants/year; (7) participation in 1-2 national/international meetings at the level of paper presentations and/or panel participation.

c. Service: Serve on departmental committees (graduate admissions, curriculum, webpage, instrumentation, safety, faculty searches, comprehensive exams, retreat, newsletter, tenure and promotion, peer evaluation, graduate student committees, etc.), attend department meetings and seminars, participate in curriculum development for the Department and Biology Division, organize graduate student colloquia, and serve on College and University committees as needed. It is further anticipated that our faculty will serve both their disciplines and the general population. For the former, this would include conducting journal and grant reviews and, in some cases, serving as journal editors. This could also include service on grant review panels, program site reviews, and committees of national organizations such as the American Society for Microbiology. Service to the community could include a range of activities, such as giving general talks in public forums, outreach efforts to local schools (e.g. developing science-based activities for schools, mentoring K-12 students in university labs, etc.).

B. Protocol for Teaching Evaluation of Tenure-Track Faculty

1. Teaching evaluations of tenured and tenure track faculty are mandated by the University of Tennessee and the Department follows the guidelines and expectations as outlined by the Peer Review Guide from the Tennessee Teaching and Learning Center (TNN TLC). A copy is maintained within the Departmental administrative office. For probationary faculty, two evaluations must be performed prior to going up for tenure. For advancement from associate to full professor, there must be one teaching evaluation.

2. The evaluation process is as follows:

- a. The faculty member to be reviewed meets with the Chair of Teaching Evaluation Committee (TEC) to be oriented to the process.
- b. The faculty member to be evaluated meets with the Head to select the three-member evaluation committee:
 1. Faculty member chooses one member
 2. Head chooses one member
 3. Head and faculty member together choose one member
 4. It is recommended (but not required) that one of the above reviewers be from outside the department

3. By the first day of class, the faculty member sends the committee the course syllabi, website information, and other teaching materials.

4. The faculty member meets with the evaluation committee during the first week of class to discuss the review process.

- a. The committee should assess in this meeting the learning objectives, pedagogy, and the assessment of learning used in the course.
- b. Assess how this review would be of most benefit to the faculty member.

5. The committee observes 3-4 classroom interactions of faculty member with students and uses the TENN TLC check-list to evaluate:

- a. the faculty member in the classroom

- b. the faculty member's materials
 - c. the mode of student assessment
6. While the faculty member is excused from the classroom, the committee interviews the class that faculty member is teaching and gathers feedback regarding:
 - a. The faculty member's strengths and weaknesses as a teacher
 - b. Recommendations on what to continue doing and what to improve for content, pedagogy, assessment, etc.
 7. The committee meets with the faculty member's graduate students and assesses the faculty member's strengths and weaknesses as a graduate mentor.
 8. The committee meets with the faculty member to provide verbal and written feedback.
 9. The committee prepares a final report and submits it to Head.
 10. The faculty member has right to review report and respond.
- C. Procedure for Performance Review
1. Annual reviews. Faculty at all levels will meet individually with the head in a formal "annual performance and evaluation review" as described in the *Faculty Handbook* section 3.8.2. The head will summarize the review including an evaluation of the faculty member's teaching, research, and service activities over the past year as well as planning for what should occur during the coming year. For Retention Faculty, the Head will prepare a written evaluation of the faculty member's performance. The document will contain the head's overall assessment of the faculty member's performance as "Far exceeds expectations for Rank", "Exceeds Expectations for Rank," "Meets Expectations for Rank," "Falls short of meeting expectations," and "Falls far short of meeting expectations," designated as scores of 5 through 1, respectively. Separate evaluations will be made for teaching, research/scholarship/creative activities, and service.
 2. Consequences of annual reviews. The annual performance report will form the basis for merit pay increments as established by section 3.8.2 of the *UTK Faculty Handbook*. In the case of a poor annual performance review of 2 or 1, faculty are not eligible for merit pay increases, and are required to collaborate with the Department Head on an Annual Review Improvement Plan and the next year's annual review must demonstrate progress on these issues. In the case of tenured faculty receiving annual review scores of 1 in two years or 2 or 1 in three years out of 5 consecutive years, a review committee will be formed to provide a second evaluation to form the basis for additional considerations as outlined in the *Faculty Evaluation Manual Part V* and *UTK Faculty Handbook* section 3.8.4.
- C. Procedures for Tenure and Promotion. Department decisions and recommendations concerning the probationary period, tenure and promotions, and cumulative performance review shall be made in accordance with the policies and procedures defined in the *UTK Faculty Handbook*, *UTK Manual for Faculty Evaluation (MFE)*, and *CAS Bylaws*. The Department sets high standards for faculty achievement in teaching, research and service, as described in sections VI A. Criteria for promotion and tenure include consistently achieving at

least “meeting expectations” in these areas. Probationary faculty undergoing review for promotion to associate professor and awarding of tenure are expected to have established an independent research program and to have achieved a national level of recognition for scholarly work. Promise for continued scholarly production and growth is required. Teaching, as measured by student and peer review, must reflect effectiveness at dissemination of concepts as well as factual materials at both undergraduate and graduate levels. Service responsibilities are to have been commensurate with those to be reasonably expected of a probationary faculty member developing as a recognized scholar and effective teacher. See Section VI A for a more detailed description of faculty expectations.

1. A faculty member desiring to be considered for tenure and/or promotion must notify the Head by August 1 of the year of consideration. The faculty member will prepare a dossier following the procedural guidelines outlined in the UTK Manual for Faculty Evaluation. Promotion and Tenure Dossier Assembly Guidelines and templates are available at the CAS website. A minimum of ten external reviewers are solicited by the Head to provide objective evaluations of the candidate’s Dossier. The candidate may suggest five of these reviewers. However, the Head, in consultation with faculty of the appropriate rank, will generate the finalized list.
2. Full-time faculty members who are above the rank of the faculty member under review will examine evidence of teaching effectiveness, quality of scholarly work and service of an individual and recommend action based on these issues during a meeting called expressly for that purpose. A vote will be taken by secret ballot following appropriate discussion and the vote is recorded on file. A faculty vote of at least 2/3 in favor is considered a positive recommendation of tenure or promotion.
3. Although not allowed to vote on promotion and tenure, Joint faculty members whose tenure home is not microbiology, may attend and participate in the discussion of the candidate.
4. A written record of the deliberations by the faculty and the vote will be generated by the candidate’s mentor and provided to the Head. The Head may attend the faculty discussion, but should not participate in the discussion, other than to provide clarifying comments (MFE III.C.2.d).
5. The Head will conduct a separate evaluation and provide a recommendation to the Dean (MFE III.C.2.f).
6. The Head will make known to all faculty eligible to vote on the matter his/her final recommendation to the Dean (MFE III.C.2.e). Any eligible voting faculty who disagree with the decision of the Head may submit a written statement to the Dean articulating their dissent as outlined in the Manual for Faculty Evaluation (Section III.C.2.g).
7. The Head’s recommendation must be made available to the candidate (MFE III.C.2.e), so they may prepare a dissenting statement.

VII. Criteria for Rank for tenured and tenure-track faculty:

The qualifications for rank are necessarily imprecise and flexible as the decisions made to confer an increase in rank are subjective. The flexibility in the guidelines

provides us the opportunity to account for the strengths and weaknesses of our faculty as individuals. That said, we have developed generally agreed upon standards regarding scholarship, teaching, and service that are set forth below.

Each of those variables may be weighted by other factors such as instrumental or infrastructure support by the institution, intrinsic limits at the national level on research resources, geographic location, or experimental duration required for data accumulation. The fact that the Faculty carries out diverse research within the Department is acknowledged and, as examples, publication rates for a microbial ecologist field experimentalist may be limited by factors such as seasonal replication requirements while an immunologist engaged in vaccine trials may be hindered by human subject approvals. Similarly, research funding level may be related to aggressive pursuit and/or prominence of the faculty member but it may also be attributable to funding magnitude requirements for a particular field of research, e.g. costs of ship-time vs. BSL3 animal facilities. This diversity is understood and factored into all tenure and promotion evaluations.

a. Professor: Faculty under consideration for promotion to the rank of professor are expected to have achieved an international level of recognition for scholarly work and to have maintained an independent research program. Promise for continued scholarship at the described level is required. Teaching effectiveness as described above is expected as are service responsibilities at a level commensurate with those to be expected of a leading member of the faculty and field. Given the research diversity, the Department is reluctant to place an arbitrary number on absolute minimal funding requirements or publication rates. Clearly these requirements are expected to exceed those for promotion to rank of Associate Professor and reflect the ability to sustain and maintain an active research program with an overall trajectory of increasing productivity and scientific impact. Notwithstanding this ambiguity, Professorial appointment is anticipated to reflect a future leadership role in advancing scientific understanding of a field, informing science decision making and policy, and improving STEM education and training. Cooperative and interdisciplinary research and education is a positive attribute for an established independent faculty member at the Professor level. The Department of Microbiology strives for excellence in its Faculty and in that regard "time served" in itself is not a measure for promotion in rank from Associate to Full Professor. Excellence is evaluated as an aggregate output of the research, teaching and service contributions that the Faculty member makes to the Department, College, Institution, and Professional Field. Promotion to the rank of Associate Professor has established credentials in teaching and service, and identified potential for advancement of and leadership in the Faculty members field of research (outlined below). Promotion to Full Professor is an acknowledgement that that potential has been achieved. That acknowledgment is forthcoming from an evaluation of multiple variables reflecting the faculty members standing in her/his field.

1. Scholarship: Faculty under consideration for promotion to the rank of Professor are expected to have achieved an international level of recognition for scholarly work and to have maintained an independent research program. Faculty should be contributing to the greater body of knowledge with an average output of 2 or more peer-reviewed articles per year in premier journals. Book chapters and reviews in good sources are considered a part of this output. The actual number may vary considerably depending on the nature of the work and the sub-discipline in question. Faculty promoted to the position of Full Professor should have achieved national and/or international recognition that is evidenced by participation in peer-reviewed journals (*i.e.*, editorial positions or membership on editorial boards), and/or invitations to speak at conferences, universities, or panels that occur regularly. Faculty should maintain extramural funding for their labs, with a preferred benchmark of > \$100,000 total support annually with some flexibility expected as funding trends fluctuate. At the Full Professor level, faculty are expected to have successfully mentored ≥ 3 PhD and/or MS students, and should be in the process of mentoring 2-4 graduate students in any given year. They also should be mentoring 2 or more undergraduate students per year. They should have supportive letters of recommendation from colleagues at the Full Professor level from aspirational peer institutions.

2. Teaching: Faculty should be teaching a 1+1 teaching load in addition to their considerable duties in one-on-one teaching in their laboratories as mentors to graduate students as well as providing independent research experiences to undergraduate students. Faculty should receive high marks on teaching reviews from students and teachers alike and are expected to cover at least one important undergraduate course in addition to developing a graduate course (seminar based or other) alone or in collaboration with other faculty.

3. Service: Faculty should serve on multiple departmental committees and chair, or have served as chair, on at least one such committee prior to achieving rank of Professor. Faculty also should serve on committees that serve the college in the Department's behalf. Finally, they should also regularly be invited to review manuscripts for journals, grants, and/or serve on study sections in order to provide leadership in their field.

b. Associate Professor:

1. Scholarship: To attain Associate Professor status faculty are expected to be rising up toward national recognition within their field based on a body of published work in the form of journal articles, book chapters, etc. The number is not necessarily clearly defined, but by the time they apply for promotion to Associate Professor status this should include a productivity level that indicates they will be publishing 2 or more journal articles per year after their labs have been established. They should have obtained extramural funding that is approximately \$100,000 total cost/year by this time. They should have 2-4 graduate students in their lab with some of who should have graduated with an MS or be nearing completion of a PhD

dissertation. They should have received 4 or more invitations to speak at conferences, other universities, etc. which shows they are starting to reach national recognition. They should have excellent letters of recommendation from colleagues at the full or Associate Professor level from aspirational peer institutions.

2. Teaching: The faculty in this position should have by now taken on the regular teaching duty of 1+1 and at least one course (or section of a course) within the Department or Biology Division should be “their own”. This is in addition to their considerable duties in one-on-one teaching in their laboratories as mentors to graduate students as well as providing independent research experiences to undergraduate students. They should also have contributed to a graduate course (seminar based or other) by this point. On this latter point, participation in inviting outside speakers is a sign that they are becoming recognized and connected with the greater scientific community. Their teaching evaluations from faculty and students should be positive for both graduate and undergraduate teaching.

3. Service: They should serve on two or more committees within the Department and participate in at least one committee outside the Department. They should be acting as referees for scientific journals and they should try to seek opportunities to review proposals, as this will assist with their development and recognition within the field.

c. Assistant Professor:

1. Scholarship: Faculty hired at the Assistant Professor level are expected to have a PhD or equivalent degree and to have at least two years of experience as a post-doc or research Assistant Professor before being hired. Publications in peer-reviewed journals that make it clear that the faculty are embarking on innovative scientific projects with strong potential for extramural funding and the establishment of their lab in a particular “niche” are required. Strong letters recommending them are also required.

2. Teaching: Some teaching experience is recommended, whether it be at the level of being a TA or having assisted with teaching a course in the past.

3. Service: A clear indication of a willingness to work as a team player and serve with others on committees for the greater good of the department must be clear.

d. Emeritus: See *Faculty Handbook*, Section 3.2.1.

VIII. EVALUATION AND PROMOTION OF NON-TENURE TRACK FACULTY

Non-tenure track faculty consisting of either research or teaching faculty are subjected to evaluation and promotion as outlined in Appendix 3. For research faculty, the Department dictates that they must complete a College of Arts and Sciences Annual Workload form for review; promotion requires a request to the Head and subsequent approval from the voting faculty (details outlined in Appendix 3). For non-tenure track teaching faculty, they are evaluated according to *Faculty Handbook* 4.2.1. and Section 4.D of the College of Arts and Sciences Bylaws and the Department dictates that they must complete a College of Arts and Sciences Annual Workload form for review (see

Appendix 3). Details regarding promotion to the level of Senior or Distinguished Lecturer are found in Appendix 3.

IX. GUIDANCE FOR DETERMINATION OF TEACHING AND SERVICE RESPONSIBILITIES

A. The Head has the authority to appoint faculty to teaching responsibilities in compliance with the Departmental Bylaws [Section III.A.2, Page 14 of Bylaws, College of Arts & Sciences (January 1, 2014)]. Teaching duties are to be 1+1, and should be as equitable as possible. All tenured and tenure-track faculty are expected to participate every semester in the department's teaching mission. Each faculty member should have at least one major undergraduate course that is her/his-own, whether it be a full course or a section. This can be in the Department or in conjunction with other departments, such as, Math, Chemistry, the Division of Biology, etc. In addition, faculty should teach an additional undergraduate course or graduate course each year, so that the total teaching load adds up to 1+1. The level of difficulty for these additional courses may be widely different, so the Head, in order to maintain equity, must balance the teaching load with the service load of the faculty member. For example, if the faculty member is chairing a particularly demanding committee, then the same faculty member may get a smaller, less intense graduate course to teach one semester. This will allow more time for scholarly pursuits.

B. Regarding service responsibilities, the Head shall also pursue an equitable distribution of service responsibilities such that all faculty share similarly in the departmental burden. Relying too much on any one or few individuals compromises their effectiveness in scholarly pursuits and teaching and ultimately hampers the Department. Finally, assistant professors should not be placed in the position of chair for standing committees that require large amounts of time (*i.e.*, Graduate Admissions, Graduate Curriculum or Undergrad Affairs, etc.), as they are still developing their labs, courses, etc., and such committees would benefit from being chaired by more experienced faculty with greater seniority.

IX. PROCEDURES FOR CURRICULAR CHANGE

A. There are two standing committees that are responsible for curricular change: the Graduate Curriculum Committee and Undergraduate Affairs Committee. Changes involving addition of courses, changing of course numbers, etc., are handled through the action of the appropriate committee above.

B. Major changes involving the entire curriculum and requiring more intensive study are adopted after a more complex procedure. The Head assigns specific faculty members to a task force to develop proposals for evaluation and possible implementation. These proposals are circulated for comment and possible revision. A period of time, ideally within 7 days of circulation of said document, is then set aside for the voting faculty to meet for the purposes of an in-depth discussion of the proposal. When a consensus is reached, those responsible for the proposals are assigned to draft a formal proposal, embodying the consensus, which is then acted upon by the faculty under normal procedures.

C. Role of faculty in curricular changes: as noted, two standing committees Graduate Curriculum Committee and Undergraduate Affairs Committee are responsible for most curriculum changes. For the major changes, the Full-time members of the faculty will vote on curriculum changes.

X. ROLE AND EVALUATION OF THE DEPARTMENT HEAD

A. The Head is responsible to the College for the conduct of departmental business. This responsibility is combined with the necessary authority to make decisions as to teaching assignments, committee appointments, apportionment of space (for offices, teaching and research), expenditure of Departmental funds, recommendations for hiring, tenure, promotions and salary increases among Department personnel, as well as to represent the Department in matters involving other departments, persons, or agencies, and to implement the decisions of the Department. Committee and faculty recommendations are normally followed by the Head, although circumstances may require the Head to exercise his/her own judgment. The Head should inform the faculty as fully as possible of all decisions that concern them individually or the Department as a whole.

Departmental tenure-track and tenured faculty members on the basis of the responsibilities described in the Faculty Handbook section 1.4.2 will evaluate the Head annually. The Dean initiates this assessment. These evaluations will be used by the Dean to inform her/his assessment of the Head.

XI. ASSOCIATE DEPARTMENT HEAD

A. The Associate Head(s) is appointed by the Head. He/she is responsible for those administrative functions delegated to him or her by the Head. If the head is absent (travel, leave, etc.), the Associate Head assumes all duties of the Head until the return of the Department Head.

XII. ROLE OF THE DIRECTOR OF GRADUATE STUDIES

A. The Director of Graduate Studies is appointed by the Head and tasked with evaluation of the graduate program in the Department.

B. The major responsibilities of the Director include:

1. Serve as temporary advisor to incoming graduate students until a major research mentor is established. This includes assisting the student with his/her curriculum plan for year one of graduate school.
2. Consult with new graduate students regarding rotation selection and make final decisions on rotation placement.
3. Recommend and coordinate selection of the permanent research mentor.
4. Set comprehensive examination committee appointments.
5. Enforce rules of the graduate program, including completion of the comprehensive examination in a timely fashion.
6. Intercede in conflicts associated with graduate students.
7. Update the graduate student handbook on an annual basis.
8. Serve as a member of the Graduate Admissions Committee, working with the committee chair to accomplish admissions (including paperwork) in a timely manner.

9. Receive annual progress reports for all graduate students from the Graduate Affairs designated appointee.

XIII. ROLE OF THE BOARD OF VISITORS

The Board of Visitors is comprised of distinguished individuals in the areas of science and medicine to serve as counsel to the Department, advocates for the Department to the College and University, and assist in the area of Development. A detailed description of the Board, the expectations, and qualifications for Board members is in Appendix 5.

XIV. ROLE OF APPOINTED FACULTY MEMBERS IN EVALUATING GRADUATE STUDENTS

A. Graduate students must be formally evaluated through colloquium presentations (via MICR 615), preliminary examinations (for Ph.D. students), and at the final M.S. or Ph.D. defenses. The evaluations are to be maintained by the Microbiology Departmental Office as records for Departmental and University use, and for accreditation reports. Students are not responsible for these evaluations, and it is the duty of the designated faculty member (outlined below) to ensure that the proper paperwork is completed and filed.

B. The responsible faculty members will be:

1. For colloquium presentations: Evaluations completed by faculty members in attendance must be submitted to the Departmental Office by the faculty member appointed as the MICR 615 instructor for the given semester.
2. For preliminary examinations: It is the responsibility of the Chair of the preliminary exam committee to solicit completed evaluations by each member of the examining committee and submit them to the Departmental Office. The Graduate Director assembles the preliminary exam committees; each includes a Chair.
3. For M.S./Ph.D. defenses: The major advisor of the student is responsible for submitting evaluations completed by each dissertation or thesis committee member to the Departmental Office.

XIV. FACULTY RELATIONSHIPS WITH STUDENTS

It is important to the mission of both the University and the Department that the interactions of faculty with students are conducted with respect and are for instructive purposes; without this, abuse of power may occur. To that aim, the University strictly forbids amorous or sexual relations between any student and a faculty member who has authority over, or is responsible for, that student, regardless of faculty rank (*i.e.*, tenure-track, tenured, non-tenure track, paid or unpaid), and even if both parties give consent. Further details can be found in the *Faculty Handbook*, Section 2.2.6.

XV. AMENDMENT AND RATIFICATION

These bylaws may be amended by a majority vote of the faculty present at a faculty meeting, provided that the item has been placed on the agenda, the text of the change

has been given in writing to the faculty with the announcement of the agenda (at least two days in advance), and a quorum of the faculty are present.

APPENDIX 1: Responsibilities, Rights and Evaluations of Faculty with Joint Appointments

Given the appropriate circumstances, the University of Tennessee supports the appointment of faculty whose duties span two or more academic units or programs. Henceforth in these guidelines, such an appointment is termed a “joint appointment.” Joint appointments support interdisciplinary research and scholarly activity and are advisable when such appointments meet the strategic plans and mission of the units involved. Joint appointments can be made between tenure-granting units or between tenure-granting units and programs or centers that do not usually grant tenure to their members. A joint appointment requires a cooperative agreement among the units involved to clarify expectations and outline evaluation procedures for the individual faculty members. Joint Faculty may be appointed within the department after a review of the appropriate credentials by the tenured and tenure-track faculty of the department. The review process for these positions will parallel the review process for candidates appointed to tenure-track positions within the Department. Application for the position should be approved or supported by documentation by the candidate’s primary employer. The candidate’s full *curriculum vitae* as well as a letter outlining why the candidate is seeking joint status should be supplied by the candidate. The letter of application should address the candidate’s proposed contributions to the missions of the department (service, education and research) as well as a specific outline of intended research contributions. Presentation of a research seminar by the candidate should occur prior to or after faculty review. A vote by the faculty (simple majority) will constitute the decision of appointment of the candidate as a Joint member. Joint Faculty are expected to have primary appointments at other locations (either departments within the University of Tennessee or other institutions, such as ORNL) – as such no accommodations for space specifically for these faculty can be made unless by mutual agreement with the department head.

A. Privileges. Candidates appointed as Joint Faculty in the Department of Microbiology may use the appropriate title (Assistant Professor, Associate Professor or Professor) determined by the Head of the Microbiology Department for the purpose of official correspondence, functions, research proposals, etc. Joint faculty may be designated principal investigator on research grants and may list the Department as their primary affiliation in research proposals submitted through the University of Tennessee. Joint faculty may direct and serve as core members of graduate student committees, and can participate in the supervision of graduate and undergraduate students. The ability to direct PhD students is contingent on approval by the Provost’s office following standard guidelines for all tenure track faculty.

Joint Faculty members may recruit students to the Department of Microbiology and they may recruit students for research under their direction at no expense to the Department. Joint Faculty may not recruit students supported by Departmental Graduate Teaching Assistantships (GTA) for research under their direction unless they are able to compensate the Department for the value of the assistantship or to provide an alternative Graduate Research Assistantship (GRA) to that student. It

should be noted that all PhD students are required to teach within the department for a period of two semesters (one for MS students) as a requirement toward completion of their Degree program.

Joint Faculty member access to research instrumentation, administrative support and other university facilities is available at the same level as for any other tenure track faculty member or part-time employee of the University of Tennessee. Joint Faculty members do not have voting rights on Departmental affairs as conducted at Departmental Faculty Meetings.

B. Responsibilities. For the privilege of these positions it is anticipated that these faculty members will perform as good citizens within the department and contribute to its collective mission. To this end Joint Faculty may be requested to attend some faculty meetings, to perform reasonable departmental service such as committee service, and to contribute to the academic environment of the department as a whole including lecturing when appropriate and needed (see below for more detail). There is a reasonable expectation that the Joint Faculty member, in consultation with the faculty, will periodically offer a graduate or undergraduate course in his or her area of specialization and that he or she may well wish to team with other faculty in the educational experience of students in the undergraduate curriculum. While there is no direct departmental financial support for these contributions, there may be circumstances in which the Department, at the discretion of the Department Head, will remunerate the Joint Faculty for individual contributions. By Agreement between ORNL and the Office of Research Administration, ORNL Staff Joint Faculty contracts and grants are administered through the Joint Institute for Biological Sciences (JIBS) with a prorated return of F&A to the Departments.

C. Responsibilities of the Department. Neither the Department nor the University of Tennessee assumes any responsibility for financial support of the Joint Faculty appointment. **It is the sole responsibility of the Joint Faculty member or his/her primary employer to fund the salary and fringe benefits for the Joint Faculty appointment.** These funds may be provided by any non-departmental source, unless there is a departmental agreement sanctioned by the majority of the faculty. It should be noted that the fringe benefit rate schedule of the University of Tennessee may be significantly different than that of the primary employer and that for appointments less than 75% full time no Fringe Benefits, including retirement, are made available to any employee of the University of Tennessee.

It is expected that during the course of the Joint Faculty appointment that at least one research award, during the five-year period of appointment, will incur appropriate F&A (facilities and administration) recovery to the Department at the standard Institutional rate.

D. Retention and promotion. Joint Faculty will be appointed for periods of five years, upon which time their appointment will be reviewed by the faculty and recommended to the Department Head for renewal, promotion or termination. Positive input from the primary employer's institutional supervisor is required for any

renewal of the Joint Faculty post. A curriculum vitae and supporting documents will be reviewed and commentary returned to the Joint Faculty member (similar to the process for tenured and tenure-track faculty within the Department). Although non-tenure track, Joint Faculty members are nonetheless expected to make contributions similar to those of parallel rank in the tenure stream to their scientific field. As such, satisfactory contributions to the department are anticipated to be made up of milestones that may include:

1. Secure research funding from agencies or institutions so as to support their research program.
2. Disseminate research at National and International Societal Meetings as well as other academic institutions.
3. Publish 2 to 4 scientific papers per year in peer-reviewed academic journals.
4. Contribute at some level to the training/teaching mission of the Department as requested. This includes (but is not limited to) providing guest lectures in departmental courses, leading graduate discussion courses/journal clubs, and contributing to team taught courses.
5. Recruit and direct graduate students in the Department.

The following are offered for additional guidance and are intended to be in compliance with Section 3.5 of the *Faculty Handbook*:

E. Location of tenure and Joint Faculty rights and responsibilities

1. The *Faculty Handbook* states, "Tenure at the University of Tennessee, Knoxville, is granted in a particular academic unit (e.g. department, school) in a position appropriate to the faculty member's qualifications" (3.11.6). As a consequence of this policy, all rights and responsibilities of tenure-track and tenured faculty are provided within the tenure home, as established by the letter of appointment.
2. Jointly-appointed faculty members will have other rights and responsibilities in the additional (non-tenuring) unit(s), as determined by the units' bylaws. Typically, voting rights in the non-tenuring unit should be the same as those held by tenured members of the unit, with the exception of votes on retention, promotion and tenure, which are restricted by the *Faculty Handbook* to tenured faculty (3.11.5). Although they do not vote, it is permissible for jointly appointed individuals to participate in discussions about retention, promotion and tenure cases in the non-tenuring unit, if such participation is in accord with the unit's bylaws.

F. Evaluation: Retention, Annual Evaluation, Promotion and/or Tenure

1. All matters of evaluation, promotion, salary raises, and tenure for joint appointment whose home in our Department will be processed through the Department. However, the Department should consult with the department head and faculty of the other unit in all these matters.

APPENDIX 2: Responsibilities, Rights, and Evaluations of Faculty with Adjunct Appointments

The faculty within the Department of Microbiology recognizes the necessary contributions that research scientists from outside of our department can make to its growth and productivity. In many cases a mutually beneficial arrangement can be struck, forwarding the interests of both parties. In consideration of these opportunities, the position of *adjunct* may be applied for and received by interested parties. The following document describes the privileges and responsibilities of this position, as well as the mechanism(s) for this appointment. The following guidelines are meant to supplement the *Faculty Handbook* section 4.2.5.

A. Appointment as an Adjunct Faculty within the Department of Microbiology. Adjunct faculty may be appointed within the department after a review of the appropriate credentials by the tenured or tenure-track faculty of the department. The candidate's full *curriculum vitae* as well as a letter outlining why the candidate is seeking adjunct status should be supplied. The letter of application should address the candidates proposed contributions to the missions of the department (service, education and research) as well as a specific outline of intended research contributions. A vote by the faculty (simple majority) will constitute the decision of appointment of the candidate as an adjunct member. Adjunct faculty is expected to have primary appointments at other locations (either departments within the University of Tennessee or institutions, such as ORNL) – as such no accommodations for space specifically for these faculty can be made.

B. Privileges. Candidates appointed as adjunct faculty in the Department of Microbiology may use the appropriate title (Adjunct Assistant Professor, Adjunct Associate Professor or Adjunct Professor) for the purpose of official correspondence, functions, etc. Adjunct faculty may be listed as principal investigator on research grants, may serve as non-core members of graduate student committees, and can participate in the co-supervision of graduate and undergraduate students in conjunction with a tenured / tenure-track faculty member. Adjunct faculty associated with the Department of Microbiology may list the Department as their primary affiliation in research proposals submitted through the University of Tennessee.

C. Responsibilities. For the privilege of these positions it is anticipated that these faculty members will perform as good citizens within the department and contribute to its collective mission. To this end Adjunct Faculty may be requested to attend some faculty meetings, to perform reasonable departmental service requests for committees and to contribute to the academic environment of the department as a whole including lecturing when appropriate and needed (see below for more detail).

D. Retention and promotion. Adjunct Faculty will be appointed for periods of five years, upon which time their appointment will be reviewed by the faculty and recommended to the Department Head for renewal, promotion or termination. A curriculum vitae and supporting documents will be reviewed and commentary returned to the Adjunct (similar to the process for tenured and tenure-track faculty within the Department). Although adjunct faculty members do not have the same privilege of tenure-protection within the department, they are none-the-less expected to make contributions similar to those of parallel rank in the tenure stream to their scientific field. Rank of the adjunct is tied to their rank in their home department or institution. It should be noted that the Department of Microbiology can in no way be held libel for the financial support of Adjunct Faculty should they be unsuccessful or unable to secure funding.

1. Secure research funding from agencies or institutions so as to support their research program.
2. Disseminate research at national and international societal meetings as well as other academic institutes
3. Publish 2 or more scientific papers per year in peer-reviewed academic journals contribute to the teaching mission of the Department as requested. This includes (but is not limited to) providing guest lectures in departmental courses, leading graduate discussion courses / journal clubs, and contributing to team taught courses. In situations where Adjunct Faculty are requested to teach entire undergraduate courses, any remuneration from the Department will occur at the discretion of the Head of the department and as funds allow.

E. It should be noted that the Department of Microbiology can in no way be held libel for the financial support of Adjunct Faculty should they be unsuccessful or unable to secure funding.

APPENDIX 3: Responsibilities, Rights, and Evaluations of Non-Tenure Track Faculty

The faculty within the Department of Microbiology recognizes the necessary contributions that non-tenure track research and teaching members as they enhance the scholarly environment of the Department and contribute to the overall expertise and experience of the group.

The non-tenure track research members (those appointed as *Research Faculty*) are scientists within the Knoxville area that have the appropriate training and background to secure research funding in the absence of a tenured or tenure-track position.

The non-tenure track teaching members (those appointed as Instructors or Lecturers) create a supportive learning environment for our students and serve to foster better interactions between the students and the Department.

I. APPOINTMENT OF RESEARCH FACULTY WITHIN THE DEPARTMENT OF MICROBIOLOGY

A. Research faculty are appointed within the department after a review of the appropriate credentials by the tenured or tenure-track faculty of the department. The review process for these positions will consist of an annual performance review by the sponsoring faculty. A letter of nomination from the candidates faculty sponsor should accompany a letter of request for appointment from the candidate as well as the candidate's full *curriculum vitae*. The letter of application should address the candidates proposed contributions to the missions of the department (service, education and research) as well as a specific outline of intended research contributions. Presentation of a research seminar by the candidate is required prior to or after faculty review. A vote by the faculty (simple majority) will constitute the decision of appointment of the candidate as a research faculty member. Research faculty are appointed under the direction of a tenured faculty members within the department in the primary laboratory in which they conduct research— as such no accommodations for space specifically for these faculty can be made.

B. Privileges. Candidates appointed as research faculty in the Department of Microbiology may use the appropriate title (Research Assistant Professor, Research Associate Professor or Research Professor) for the purpose of official correspondence, functions, etc. Research faculty may be listed as principal investigator on research grants (provided their faculty sponsor(s) are listed), may serve as non-core members of graduate student committees, and can participate in the co-supervision of graduate and undergraduate students in conjunction with a tenured / tenure-track faculty member.

C. Responsibilities. For the privilege of these positions it is anticipated that these faculty members will perform as good citizens within the department and contribute to its collective mission. To this end Research Faculty will be requested to attend some faculty meetings, perform reasonable departmental service requests for committees, to list the Department of Microbiology as their affiliation on presentations and publications and to contribute to the academic environment of the

department as a whole including lecturing when appropriate and needed (see below for more detail).

Research faculty associated with labs whose primary affiliation is the Department of Microbiology will also list the Department as their primary affiliation in research proposals. In addition, when grants are awarded to Research Faculty working in associated research centers (e.g., CBM, CEB, JIBS, etc.) it is expected that the unit in question will provide a return of 25 % of the facilities and administration (F&A) funds back to the Department as predetermined with the Office of Research Administration for that Center or Institute or provide comparable in-kind service as negotiated between the Department Head and faculty mentor. This can easily be facilitated at the internal review process for grant applications, in the TERA-PAMS system

II. Appointment of Instructors, Lecturers, Senior Lecturers, Distinguished Lecturers

A. Appointment of new non-tenure track teaching faculty is done in accordance with the *Faculty Handbook*, 4.1.1. Briefly, the department must contact the Office of Equity and Diversity, and a committee appointed by the Head will review the applications and make a recommendation to the Head. The Head will seek approval first from the Dean of the College of Arts and Sciences and Chief Academic Officer, and then the Chancellor. The instructor or lecturer is appointed for a one-year term or less. Upon promotion to senior or distinguished lecturer, appointment periods can be up to three or five years. Re-appointment requires re-application before the final year of the appointment.

1. Privileges.

a. Candidates appointed as non-tenure track teaching faculty in the Department of Microbiology may use the appropriate title (Instructor, Lecturer, Senior Lecturer, Distinguished Lecturer in the Department of Microbiology) for the purpose of official correspondence, functions, etc.

2. Responsibilities.

a. For the privilege of these positions it is anticipated that these faculty members will perform as good citizens within the department and contribute to its collective mission. To this end, Teaching Faculty will be expected to excel at teaching.

b. Teaching Faculty will be expected to carry out all obligations as outlined and negotiated in his/her contract with the Department,

III. Retention and promotion of non-tenure track faculty

A. Per the *Faculty Handbook* (Section 4.3), non-tenure track faculty must be evaluated annually, and this should be documented and maintained in the departmental and human resources file. The Department has elected to use College of Arts and Sciences Annual Workload document as the basis for review. These documents will be reviewed by either the Head or his/her appointee for the non-tenure track teaching faculty. For non-tenure track research faculty, the Head (or his/her appointee) and the Faculty Sponsor (for research faculty) review

the document. Commentary is returned to the faculty member (similar to the process for tenured and tenure-track faculty within the Department). Although these faculty members do not have the same privilege of tenure-protection within the Department, they are none-the-less expected to make contributions similar to those of parallel rank in the tenure stream. As such, satisfactory contributions to the department are anticipated which may include:

1. Research faculty:

a. Significant contributions towards research funding from agencies or institutions so as to support the majority of the Research Faculty's own remuneration as well as the costs of their research

b. Dissemination of research at National and International Societal Meetings as well as other academic institutes

c. Significant contributions to scientific papers in peer-reviewed academic journals annually

d. Contribute to the teaching mission of the Department as requested. This includes (but is not limited to) providing guest lectures in departmental courses, leading graduate discussion courses/journal clubs, and contributing to team taught courses. In situations where Research Faculty are requested to teach large portions of undergraduate courses, any remuneration from the Department will occur at the discretion of the Head of the department and as funds allow.

e. Promotion in rank will only occur after review by the Department Head and a committee of appointed faculty. A full vote of the faculty, after review of the candidate, will be required to finalize this promotion. Promotion in rank will occur for Research Faculty that have contributed to the Department and the Institution in a manner befitting tenure-stream faculty of similar rank.

f. It should be noted that the Department of Microbiology can in no way be held liable for the financial support of Research Faculty should they be unsuccessful or unable to secure funding.

2. Teaching faculty:

a. Re-appointment requires re-application before the final year of the appointment.

b. Excel at teaching as determined through student evaluations.

c. Carry out duties and obligations as outlined in his/her contract.

d. Promotion to Senior or Distinguished Lecturer follows the guidelines outlined in the Faculty Handbook 4.2.1. and Section 4.D of the College of Arts and Sciences Bylaws. Briefly, the non-tenured track teaching faculty member must prepare a dossier that is reviewed by the Head. The Head issues a

recommendation for or against the promotion and then it is sent to the College's Lecturer Promotion Committee, and eventually, onto the Dean and Provost.

APPENDIX 4: DIVERSITY PLANS AND INITIATIVES

Diversity fosters mutual respect among individuals. Many strengths and talents that diversity brings to the students, staff and faculty in academic units, and the university, will facilitate every individual's performance and ability to achieve excellence in higher education. The Department of Microbiology is fully committed to carrying out our diversity plan and initiatives to increase diversity in student, staff and faculty populations. Our goals are to: 1) create and sustain a welcoming, supportive and inclusive environment; 2) attract, retain, and graduate increasing numbers of students from under-represented populations; 3) develop and strengthen partnerships with diverse communities in the States and in the world, and 4) prepare our graduate students to become teachers and researchers in a diverse world. Below are our ongoing efforts and initiatives to achieve these goals.

I. MAINTAINING A WELCOMING ENVIRONMENT

The Department of Microbiology will continue to provide support for individual and group efforts at diversity, feature individual and collective diversity initiatives on department websites, publicize Department events widely within and outside the Department.

II. ATTRACT, RETAIN, AND GRADUATE MORE STUDENTS FROM UNDER-REPRESENTED POPULATIONS

We have been continuously recruiting a diverse graduate population in the States and from all over the world. Every year, our graduate Admissions Committee invites 12-15 diverse graduate candidates to our campus for recruiting purpose. The committee gives special attention to candidates from under-represented populations. We have been successful in recruiting and retaining a diverse graduate population. The department also provides financial support for undergraduate summer intern program that provides undergraduate students opportunities to participate in research in the laboratories. In addition, our faculty members have developed relationships with non-U. S. universities for student recruitment, and more such activity is in progress.

For faculty recruitment, the Microbiology department has successfully recruited and retained excellent female faculty members in the past several years. The department is continuously providing support to maintain this diversity.

III. DEVELOP AND STRENGTHEN PARTNERSHIPS WITH DIVERSE COMMUNITIES

Many of our faculty members are engaged in educational and research activities nationally and internationally. Long-term international collaborations have been established among several laboratories. Our department also has many short-term national and international visitors come to carry out collaborative research projects. The department encourages faculty development leave abroad, international collaborations, and faculty participation in international meetings.

IV. PREPARE OUR GRADUATE STUDENTS FOR A DIVERSE WORLD

Our department is also actively preparing graduate students for diversity. Students have opportunities to present their research work and interact with scientists at national

and international conferences. The department continuously provide travel fund to these students.

Appendix 5: Department of Microbiology Board of Visitors

I. MISSION

- A. The mission of the Board of Visitors is to facilitate communication, cooperation, interaction and investment between the Department of Microbiology and the profession for the benefit of both.
- B. The Board serves as an advocate for the Department to the College of Arts & Sciences and the University of Tennessee as a whole.
- C. The Board advises the Department in many areas to advance the impact and tradition of the microbiology profession through teaching, research and service.
- D. The Board reviews program goals and recommends strategies for both current and future challenges and initiatives.
- E. Board members are asked to provide counsel to the department in areas that facilitate the prestige of our programs including curriculum and courses, research and teaching, collaboration with industry, and student and faculty recruitment.
- F. Board members also are asked to help identify prospective individual and corporate donors with the potential of investing in the Department and to help reach out to alumni in order to strengthen their ties back to the Department

II. TERMS

- A. The Board consists of distinguished individuals –scientists, faculty, and industry leaders, who meet once or twice a year on campus.
- B. Board members, who may be recommended by faculty, alumni, development staff or friends of the Department, are appointed by the Head of Microbiology to serve a three-year, renewable term.
- C. Board members are expected to make a personal philanthropic commitment to the Department.
- D. Board leadership (Chair and Vice-Chair) serves a two-year, renewable term as elected by the council membership