

MERCER UNIVERSITY
SOUTHERN SCHOOL OF PHARMACY

**FACULTY BY-LAWS,
OPERATING GUIDELINES,
AND PROCEDURES**

(April 2002)

	Page
Mission, Vision, and Values	1
I. Organization	2
Bylaws of the Faculty of the Southern School of Pharmacy.....	2
Committees Advisory to the Dean.....	4
Committees Advisory to the Faculty.....	6
External Advisory Committees	7
Administrative Structure	7
Academic Structure.....	9
Organizational Chart	10
II. Faculty Policies	11
Promotion Policy (Tenure Track)	11
Promotion Policy (Non-Tenure Track)	15
Procedures for Promotion	19
Tenure Policy	20
Termination of Faculty Appointment	22
Graduate Faculty Operating Procedures	22
Faculty Evaluations	26
Guidelines for Peer Review of Teaching.....	26
Faculty Participation in Externally Funded Activities	27
Faculty Development Program.....	28
Faculty Orientation Policy.....	33
Sabbatical Leave Policy	35
Faculty Vacation Policy	35
Faculty Sick Leave Policy.....	35
Faculty Travel Policy	35
Part-Time Faculty Policy	36
Conflict of Interest Policy.....	36
Health Policies.....	40
Distinguished Educator Award	40
Award for Excellence in Research	41
Research Proposal Approval	41
Mentoring Program	41
Providing Experiential Training for Students from Other Pharmacy Schools.....	44
Interview Procedure for Faculty.....	45
III. Academic Policies and Procedures.....	46
Student Advising Program	46
Calendar and Class Schedule.....	46
Class Attendance	47
Student Attendance/Participation Organization Meetings.....	47
Examinations and Grading.....	47
Make-up Examination Policy.....	48
Course Instructional Evaluation.....	48
Honor Code	49
Note-taking Services	49
Audio taping of Required Courses	49
Academic Appeal Procedure.....	49
Noon Hour Policy	50
Organization Advisory Role	50

IV.	Campus Services	50
	Room Scheduling	50
	Campus Health Care Service.....	50
	Campus Facilities	50
	Parking	51
	Inclement Weather Policy	51
	Campus Security	51
	Emergency Procedures.....	51

SOUTHERN SCHOOL OF PHARMACY

MISSION STATEMENT

The Southern School of Pharmacy of Mercer University seeks to prepare its graduates to provide pharmaceutical care and thereby assure the safe and effective use of medications for the benefit of the patient and society.

To achieve this mission, the School of Pharmacy:

- Provides an education of superior quality to students.
- Demonstrates a caring and responsive attitude toward all constituents.
- Adheres to the values found and supported in the University's Judeo-Christian heritage while respecting the pluralistic values of our society.
- Provides an environment where students can participate in active learning and develop critical thinking and problem solving skills.
- Provides an environment that fosters innovation, creativity, the pursuit of intellectual curiosity, and a commitment to lifelong learning.
- Supports a highly qualified faculty in their pursuit of teaching, scholarly activity, and service in recognition that these activities are integral components of continuing professional growth.
- Prepares graduates to assume leadership roles in their communities and profession.
- Provides postgraduate education including graduate programs, residencies, fellowships, and certificate programs.
- Provides resources that will enhance the personal and professional growth of students, faculty and staff, and that will foster a positive and continuing relationship with alumni.

Revised format approved 4-23-97
Approved by the President 5-26-97

VISION

The Southern School of Pharmacy will be recognized nationally for outstanding contributions to pharmacy education in teaching, service, and research.

Approved by the President, Executive Vice President, and Provost 4-11-02

CORE VALUES

The Southern School of Pharmacy bases its educational program and position in the pharmacy community upon certain core values. The core values of the School are: excellence, integrity, caring, honesty, respect, innovation, learning, professionalism, responsiveness, and commitment.

Approved by the President, Executive Vice President, and Provost 4-11-02

I. ORGANIZATION

Bylaws of the Faculty of the Southern School of Pharmacy

Article I - Name

The name of the body constituted in this document shall be the Faculty of the Mercer University Southern School of Pharmacy.

Article II - Membership

(1) The voting membership of the Faculty of the School of Pharmacy (hereinafter referred to as the "Faculty") shall consist of all those holding appointments in the ranks of Professor, Associate Professor, Assistant Professor and Instructor. This includes those with the term "clinical" preceding their rank. The President and Provost are ex officio voting members of the faculty.

(2) The President, the Dean of the School of Pharmacy (hereinafter referred to as the "Dean") or the Faculty by vote may designate persons not included in the foregoing paragraph who shall have the privilege of attendance and discussion at Faculty meetings, but not the privilege of voting.

Article III - Officers

(1) The Dean shall be the presiding officer of the Faculty, and in his absence the Dean's designate shall preside.

(2) The President may, when he or she deems it advisable, preside over any meetings of the Faculty.

(3) The Administrative Assistant to the Dean shall serve as the secretary for the Faculty and shall keep accurate records of all meetings and actions of the Faculty. Upon Faculty direction, the Secretary shall transmit in writing all motions passed, or actions taken to the persons or bodies concerned. The Secretary shall provide a copy of all Faculty Minutes to the President.

(4) The Dean annually shall appoint a Parliamentarian.

Article IV - Duties and Jurisdiction

(1) The Faculty shall have jurisdiction over all matters concerning curriculum, admission requirements and graduation requirements of the School of Pharmacy. The Dean will implement the decisions of the Faculty in these matters.

(2) The Faculty shall consider any matter referred to it by the President, Provost, or the Executive Council of any school/college of the University, the Dean, or any member or members jointly of the Faculty.

(3) The Faculty may, by majority vote, make recommendations to the President or other appropriate individual bodies.

(4) The faculty shall participate in university governance through representation in the Faculty House of Delegates.

a. Nominations for House of Delegates shall be solicited and ballots prepared and tallied by the Faculty Advisory Council. The Faculty shall, at its March meeting, elect the requisite number of representatives to the University House of Delegates for two-year terms. Those eligible for election shall include all faculty members except those holding an appointment as Dean, Senior Associate Dean, Associate Dean for Academic Affairs, Associate Dean for Student Affairs and Admissions, or Assistant to the Dean for Business

Operations. These representatives shall voice the will of the Faculty on those matters on which they have been specifically instructed.

- b. Unexpired terms shall be filled as soon as possible by nomination and vote of the Faculty.

Article V - Meetings and Procedures

(1) The Faculty shall meet regularly on a date and at a time designated by the Dean. Special meetings may be called by the President, the Dean, or by written request of four members of the Faculty.

(2) Attendance at faculty meetings is a responsibility of the faculty. Faculty members are expected to attend all meetings unless prior approval is obtained from the Department Chair.

(3) Written notice shall be given to each Faculty member reasonably in advance of any meeting. This notice shall contain the agenda of the meeting and such other information as may be desirable for advance study by the Faculty.

(4) The order of business at each regular meeting shall be:

- a. Call to Order
- b. Prayer
- c. Approval of Minutes of Last Meeting
- d. Dean's Report
- e. Reports of Committees
- f. Old Business
- g. New Business
- h. Announcements
- i. Adjournment

(5) Normally, new business intended for discussion by the Faculty at a regular meeting shall be presented in writing to the secretary in advance of the regular meeting. Members of the Faculty shall have the right to present proposals from the floor at any time.

(6) A majority of the voting Faculty shall constitute a quorum. ("Majority" is defined as 51% of the voting Faculty).

(7) At all meetings of the Faculty, voting shall be by voice, by show of hands, by rising vote, or by ballot, as decided by the presiding officer. It shall be in order, however, to move for vote by ballot. A motion shall be carried by a majority of the voting members present and voting.

Proxy voting may be allowed on specific motions if that proxy is submitted to the Dean in writing in advance of the meeting at which it is to be considered. Any subsequent amendments to the original motion shall automatically invalidate the proxy vote.

(8) Except where otherwise provided in these Bylaws, Robert's Rules of Order shall be followed.

Article VI - Amendment or Repeal of Bylaws

A motion for a change or repeal of any Bylaws, along with appropriate explanation of the reason for the change, shall be distributed in writing to each voting member of the faculty, no less than thirty (30) days prior to a scheduled faculty meeting at which the change is to be voted on. In order for the motion to pass, it must carry by a two-thirds (2/3) vote of the voting members present and voting.

Approved October 1997.

Article VII - Committee Structure

Pharmacy Faculty members are involved in the policy and decision-making processes within the School by their participation in Faculty meetings and on Committees. The School of Pharmacy has several Standing Committees.

Standing committees of the Faculty are appointed (except for the Committee on Promotions and Tenure, whose members are elected by the faculty) by the Dean based on faculty requests and advice of the Executive Committee. Committees are comprised of faculty, students, residents and/or alumni and are appointed for term as indicated under the description of each committee. These committees initiate recommendations and receive matters referred to them by the Dean, Faculty, and the Pharmacy School Faculty Advisory Council for study and recommendation.

Committees report to the Faculty when necessary or when directed to do so by the Dean. The Committees that are advisory to the Dean include the Committee on Admissions, Promotion and Tenure Committee, Environmental Safety Committee, Executive Committee, Chemical Dependence and Impairment Intervention Committee, and Non-Academic Disciplinary Committee, and the Institutional and Program Assessment Committee. Committees that are advisory to the Faculty include Curriculum Committee, Honors, Awards and Scholarships Committee, Academic Performance and Standards Committee, Continuing Education Committee, and Educational Resources Committee.

Committees Advisory to the Dean

Faculty Advisory Council

The function of the Council is to act for the Faculty on questions that need immediate action between meetings of the Faculty. The Council submits such action to the Faculty in writing. In addition, the Council acts as liaison for carrying school-wide concerns from the faculty to the administration and assist the Dean in planning the Faculty Retreat. The Council also conducts faculty elections and serves as tellers for those elections.

The Pharmacy School Faculty Advisory Council consists of the Dean and five members of the voting Faculty who have completed at least two years service on the School of Pharmacy Faculty. One member is elected from each department with two members elected from the faculty-at-large. Faculty members holding an administrative appointment (i.e. Assistant or Associate Dean and Department Chairpersons) are ineligible to serve as members of the Council. One member is elected by a majority vote from each department for terms of two years. Two at-large members of the council are elected by a majority vote of the entire Faculty and serve a two-year term. Election of the members of the Faculty Advisory Council is conducted in April of each year, with elected members taking office at the first Faculty meeting of the academic year. Departmental representatives are elected on odd years and at-large representatives elected on even years. Members of the Council will serve at the pleasure of the Faculty and will be subject to recall upon a two-thirds vote of the Faculty. The members of the Council elect the Chairperson annually. The Chairperson presides at meetings of the Council and performs all duties incident to the office of Chairperson. The members of the Council elect the Secretary annually. The Secretary keeps minutes of each meeting and distributes copies of the minutes to each member of the Faculty, the President, Provost, and other appropriate university officers.

The Council meets on a regular basis during the academic year. The President, Executive Vice-President, Provost, the Dean, or a majority of the members of the Council may make requests for special meetings. Such requests are made in writing at least forty-eight hours in advance of the meeting. At least two-thirds of the Council members must be present for the Council to meet and act upon matters before it.

The Council shall conduct an election annually at the March faculty meeting for the AACP faculty delegate. The delegate shall attend the Annual AACP meeting as the School's representative the year following the election. Those eligible for election shall include all faculty members who are members of AACP. The nominees shall be from the Department of Pharmacy Practice in even years and from the Departments of Pharmacy Administration and Pharmaceutical Sciences in odd years.

Promotion and Tenure Committee

The Committee acts in a peer review capacity to advise the Dean on faculty matters concerning promotion and tenure. The Committee evaluates and makes recommendations on School of Pharmacy candidates for promotion and/or tenure according to the guidelines and standards established by Mercer University and the School of Pharmacy. The Committee also reviews and makes recommendations concerning the guidelines and standards for promotion and tenure.

The Committee consists of five faculty members. These faculty members may either hold a continuous appointment in the School of Pharmacy with a minimum rank of associate professor or non-tenured appointment at the clinical associate level or above. Department heads are not eligible for service on the Committee. Each department has, at least, one representative on the Committee. Their respective departments elect these representatives. Two at-large members are elected by mail ballot in an election conducted by the Faculty Advisory Committee. Each member shall be elected for a term of two years and may be reelected biennially. Department representatives will be elected on odd years and at-large members elected on even years. The Committee elects the Chairperson of the Committee annually from its membership. Faculty members with continuous appointments or those who are tenure eligible may vote on all matters that the Committee considers. Non-tenure track faculty members may vote on all matters that the Committee considers except for tenure and policies and standards that relate thereto. In the event that a non-tenure track faculty member applies for promotion and no members of the Committee are non-tenure track faculty, the Dean may appoint an *ad hoc* associate non-tenure track faculty member. If an associate non-tenure track faculty member is not available, then one at the assistant professor level may be appointed. The *ad hoc* member shall serve in an advisory capacity but is ineligible to vote.

Admissions Committee

The Committee is responsible for conducting an ongoing review of admission policies and procedures, evaluating qualified applicants, and making decisions regarding admissibility. Membership includes representatives from the faculty (at least one member from each department) and the student body. The Associate Dean for Student Affairs and Admissions chairs the committee. Appointments are made annually.

The Admissions Committee also utilizes an Admissions Interview Team in the admissions process. This advisory group is comprised of faculty, residents, and alumni.

Executive Committee

The Executive Committee is an advisory committee to the Dean on all administrative and academic matters affecting the School of Pharmacy. The Committee consists of the Dean of the School who serves as Chairperson, any Assistant or Associate Deans, the Chairpersons from each of the academic departments within the School of Pharmacy, and any other faculty member appointed at the discretion of the Dean. Appointments are made annually. Copies of the minutes of each meeting are distributed to each member of the Faculty, the President, Provost, and other appropriate university officers.

Continuing Education Committee

The Committee assists the Director of Continuing Education and Professional Affairs in planning and implementing continuing education programs sponsored or cosponsored by the School of Pharmacy. All continuing education activities, including certificate programs, are coordinated through this committee. The committee is responsible for assisting the Director in maintaining the approved provider status of the School of Pharmacy by the American Council on Pharmaceutical Education.

Membership of this committee includes at least one faculty member from each department, the Director of Continuing Education and Professional Affairs, an alumni member, and a pharmacy resident/graduate student. Members are appointed annually and the Dean appoints the Chairperson.

Chemical Dependence and Impairment Intervention Committee

The Committee investigates suspected cases of chemical dependence and makes recommendations in such cases as to treatment, if necessary. The Committee reviews all requests for admission from students dismissed from School due to chemical dependence.

Membership consists of the Associate Dean for Student Affairs and Admissions (Chair), two additional faculty members, and one student member.

Non-Academic Disciplinary Committee

The Committee investigates all potential disciplinary matters not related to academics or chemical dependency. The Committee makes recommendations to the Dean concerning these matters.

Membership consists of three faculty members and one student.

Institutional and Program Assessment Committee

This committee assesses patterns of student and alumnae performance on a range of educational outcomes with the goal of gathering information for programmatic adjustments. Membership consists of the Associate Dean for Academic Affairs, representatives from the faculty (at least one member from each department), one student member, and one alumni member. Appointments are made annually. The Dean will appoint the Chairperson.

Committees Advisory to the Faculty

Curriculum Committee

The Curriculum Committee is advisory to the faculty on matters about the Curriculum. The functions of the Committee are to initiate and act upon items from within or outside its own membership and consider and bring to the faculty for approval recommendations concerning curriculum, course content revisions, course designations, course prerequisites, school requirements for pre-professional curricula, and changes and requirements for professional degrees.

Membership includes representation from each department (3), student membership (1), and two other members who come from the faculty, alumni, or other practitioners. The Associate Dean for Academic Affairs serves as an ex officio member. The Dean will appoint the Chairperson. Appointments are made annually.

Honors, Awards, and Scholarships Committee

This Committee is responsible for recommendation of recipients for awards, honors, and scholarships based on scholarly activities or other special requirements.

The Committee is responsible for working with the Office of Financial Aid to insure that the necessary funds are obtained and available for scholarship.

The Committee consists of at least one representative from each of the departments of the School of Pharmacy and the Associate Dean for Student Affairs and Admissions. A financial aid officer will also be invited to serve as a member. Appointments are made annually with the Chairperson appointed by the Dean.

Academic Performance and Standards Committee

The Committee on Academic Performance and Standards is empowered to act for the faculty regarding requests for readmission to the School of Pharmacy following academic dismissal and consideration of grade appeals. The Committee advises the faculty regarding academic regulations of the School of Pharmacy.

Membership includes at least one representative from each department, the Associate Dean for Student Affairs and Admissions, and a student representative. The Dean shall appoint the Chairperson. Appointments are made annually.

Educational Resources Committee

This Committee is advisory to the faculty and serves as a forum for faculty input in the areas of drug information, information technology, educational media, and library services. This committee assures the service areas above support the School of Pharmacy's academic and research program.

Membership of the Committee includes one representative from each of the departments, a representative from the Library, Drug Information Center, and a student. The Dean will make appointments annually and the Committee will elect a Chairperson. Representatives from computer and media services are also invited to serve as members.

External Advisory Committees

Board of Visitors

The Board of Visitors was established in 1985. It is an advisory body of Mercer University Southern School of Pharmacy and is composed of members of the pharmaceutical industry, pharmacy practice, pharmacy associations, and the private business community.

The Board members meet in the fall and spring each year. The meetings include a report of activities of the School. Board members are given an opportunity to provide input regarding various issues facing the School.

University Governance

The pharmacy faculty are involved in the governance system of the University through their participation in Faculty meetings and by serving on University policy making committees such as the House of Delegates and the University Planning Council. The House of Delegates serves as an important source of communication between University Administration and the School of Pharmacy Faculty. The University Planning Council advises the President regarding all aspects of planning at Mercer University.

Pharmacy faculty also serve on other committees of the University. Committees include the Benefits Committee, the Institutional Animal Care and Use Committee, the Institutional Review Board, the Institutional Bio-safety Committee, the Institutional Radioactive and Environmental Safety Committee, and the University Graduate Council.

Administrative Structure

The administrative officers of the Southern School of Pharmacy include the Dean, Senior Associate Dean for Administration, Associate Dean for Academic Affairs, Associate Dean for Student Affairs and Admissions, Assistant to the Dean for Business Operations, Associate Dean for Student Affairs and Admissions, Director of Continuing Education and Professional Affairs, and three Department Chairs.

Dean

The Dean is the chief academic and administrative officer of the School and has the responsibility for creating and sustaining an environment of academic excellence while providing leadership for the overall administrative operations of the School. The Dean reports to the Provost who is responsible to the President of the University.

Senior Associate Dean for Administration

The Senior Associate Dean for Administration, the second ranking administrative officer, assists the Dean with daily operation and budget matters including external contracts. During the absence of the Dean, the Senior Associate Dean assumes managerial leadership. The Senior Associate Dean serves as a liaison between academic support services and the School of Pharmacy. The Senior Associate Dean works with the Personnel Office in facilitating appropriate policies and procedures regarding Pharmacy School employees. The Senior Associate Dean also works with the Associate Dean for Student Affairs and Admissions in considering student problems.

Associate Dean for Academic Affairs

The Associate Dean for Academic Affairs reports directly to the Dean and is the second ranking academic officer of the School. The Associate Dean for Academic Affairs is responsible for all academic matters. The Associate Dean for Academic Affairs develops and implements procedures for the preparation of academic affairs reports that are required by accrediting agencies and professional associations. The Associate Dean for Academic Affairs serves as the School's coordinator for institutional effectiveness, including longitudinal studies on outcome assessment of graduates. In addition, the Associate Dean for Academic Affairs serves as a liaison to coordinate the common activities of the Curriculum Committee and the Center for the Advancement of Teaching and Learning.

Associate Dean for Student Affairs and Admissions

As a member of the Dean's administrative staff, the Associate Dean for Student Affairs and Admissions serves as the chief advocate for personal, co-curricular, and academic development of the pharmacy student population. The Associate Dean serves as an advisor to all students on academic matters and School/University policies. The Associate Dean for Student Affairs and Admissions is responsible for the development and implementation of an effective recruitment strategy and the admission selection process. The Associate Dean serves on all committees of the School that have as their primary concern student affairs and/or admissions. The Associate Dean is responsible for preparing the academic calendar and scheduling of all classes. The Associate Dean coordinates Career Day each year.

Assistant to the Dean for Business Operations

The Assistant to the Dean for Business Operations is responsible for the business operations of the school. The Assistant to the Dean reports directly to the Dean and assists the Dean in the budgetary management of the School.

Director of Continuing Education and Professional Affairs

The Director of Continuing Education and Professional Affairs plans and implements all continuing education programs for the School. The Director of Continuing Education and Professional Affairs develops new educational programs, manages the continuing education budget, and serves on the Continuing Education Committees of professional organizations, as required. In addition, the Director of Continuing Education and Professional Affairs assists students with employment as interns, coordinates job placement, as well as the pharmaceutical company visitation program. The Director of Continuing Education and Professional Affairs provides a schedule of all faculty development, graduate student, resident, and fellow seminars for distribution to all faculty.

Approved 4/20/95.

Academic Structure

The faculties of the School of Pharmacy are organized into three academic departments according to professional or scientific areas. These departments are: Department of Pharmacy Administration, Department of Pharmacy Practice, and Department of Pharmaceutical Sciences.

Department of Pharmacy Administration

The Department of Pharmacy Administration is concerned with the application of the social, behavioral, economic, psychological, management and administrative sciences to the various practice settings of pharmacy. The Department offers instruction in communication, management, healthcare organization and biostatistics/research design.

Department of Pharmacy Practice

The Department of Pharmacy Practice is responsible for providing both the didactic and experiential education of students in the concepts of pharmaceutical care. The department offers didactic instruction in therapeutics, patient assessment, non-prescription products, and clinical pharmacokinetics. Introductory and advanced practice clinical experiences are also offered.

Department of Pharmaceutical Sciences

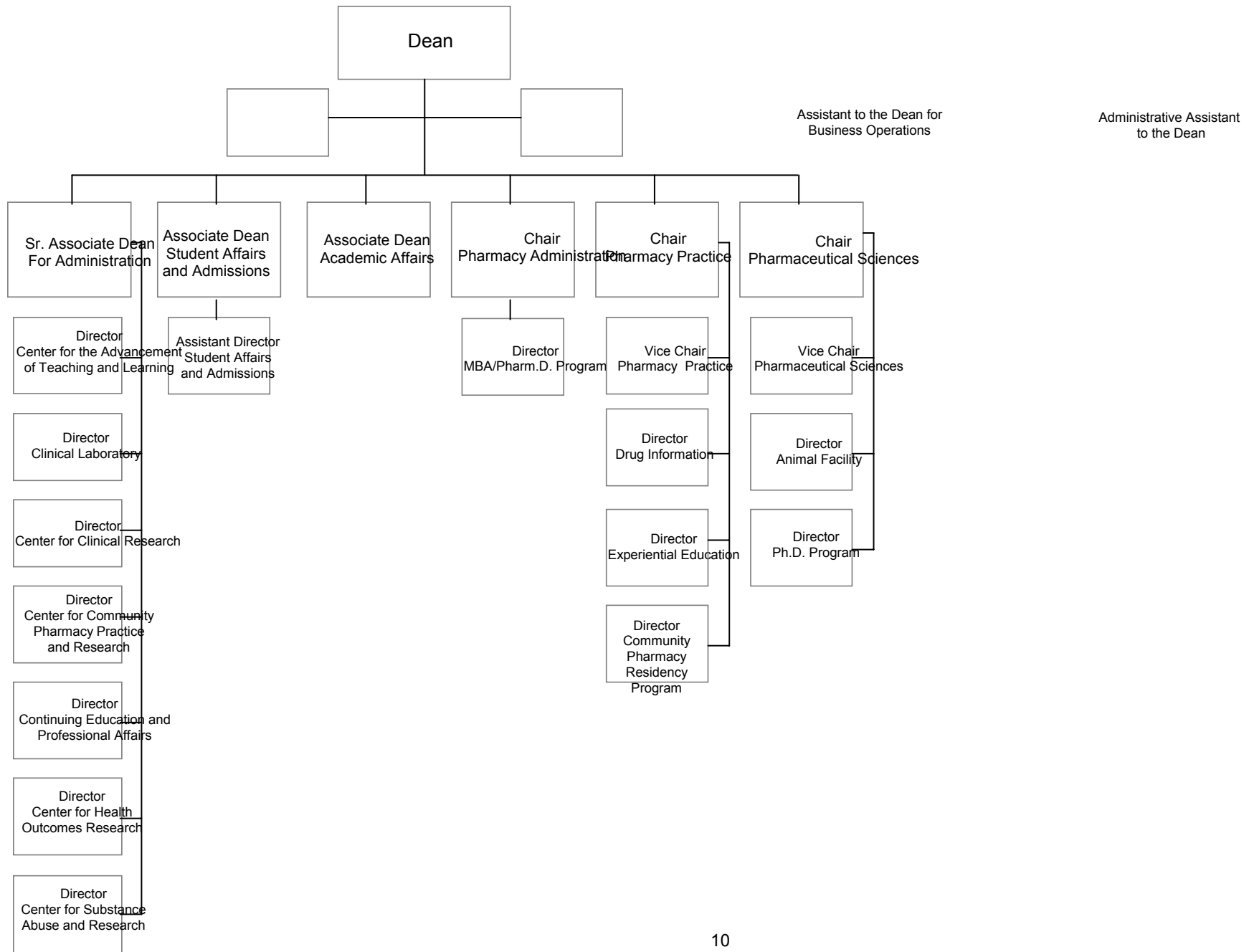
The Department of Pharmaceutical Sciences is responsible for providing the foundation pharmaceutical science courses in the Doctor of Pharmacy curriculum including biochemistry, pharmaceuticals, medicinal chemistry/pharmacology, medical physiology/pathophysiology, immunology, and microbiology. The Department also offers a Doctor of Philosophy degree program in Pharmaceutical Sciences to prepare graduate students for careers in teaching and research in academic institutions and for employment in industry, government, and other agencies and institutions involved in health-science oriented research and development.

Approved Executive Committee 1/11/98.

Department Chairperson

The Departmental Chair is responsible for management of faculty assigned to the department, following the mission statement of the department, and managing the departmental budget. Additional responsibilities include but are not limited to:

1. Faculty development.
2. Recruitment of full-time faculty and recommendation of all adjunct appointments.
3. Recommendation of faculty to serve on committees.
4. Assignments of teaching, research and service responsibilities for faculty utilizing the MBO process.
5. Approval of all courses and syllabi offered by the department.
6. Evaluation of faculty teaching using peer and student evaluation.
7. Recommendation of faculty for promotion and tenure.
8. Preparing an annual report for the department.



II. FACULTY POLICIES

Promotion Policy (Tenure Track)

The promotion policy of the School of Pharmacy is established to assist the faculty in professional development and promotion. The policy provides definitions, performance, procedures, and general evaluation criteria from which an evaluation can be performed by a multi disciplinary group of peers.

This document is divided into four sections: 1) Definition of Rank; 2) Performance Levels; 3) Evaluation Criteria; and 4) Procedures for Promotion.

1. Definition of Rank

The definition of rank describes the minimum performance levels (Good, Excellent, Distinguished) required for advancement to individual ranks. The definition also includes the length of time required for individual faculty to be in rank before promotion will be considered.

A. Instructor

The rank of instructor should be used for faculty who do not possess the terminal degree in their discipline. This rank may also be used for the faculty member who possesses the terminal degree in his or her field but has limited post-graduate experience.

B. Assistant Professor

For promotion or appointment to the rank of Assistant Professor, a faculty member should possess the terminal degree and show promise in his or her discipline. The requirement of a terminal degree may be waived for faculty members with documented accomplishments in teaching, research, and/or service. Promotion from Instructor to Assistant Professor requires attainment of a minimum performance level of Good in each of the three categories: teaching, research, and service.

C. Associate Professor

For promotion or appointment to the rank of Associate Professor, a faculty member must meet the criteria for the rank of Assistant Professor and attain minimum performance levels of two Excellent and one Good. Consideration for promotion will also be given to those individuals who achieve performance levels of one Distinguished and two Good. Application for promotion will be considered only after completion of the fifth year as an Assistant Professor. Earlier application may only be considered in exceptional cases.

D. Professor

The rank of Professor is among the highest honors that the University can bestow upon a faculty member. Therefore, it should be granted only to faculty who have distinguished themselves in their respective disciplines. For promotion or appointment to the rank of Professor, the faculty member must meet the criteria for the rank of Associate Professor and must achieve minimum performance levels of one Distinguished, one Excellent, and one Good. Application for promotion may be considered only after completion of the fifth year as an Associate Professor. Earlier application may only be considered in exceptional cases.

2. Performance Levels

Performance levels are categorized as Adequate, Good, Excellent, and Distinguished and reflect faculty accomplishments for individual activities or functions. Three categories (Good, Excellent, and Distinguished) are required for promotion.

Adequate

Adequate is defined as the minimum expected performance in all assigned activities.

Good

This rating is characterized by a sustained ABOVE ADEQUATE performance.

Excellent

This rating is characterized by a sustained performance beyond that which meets the requirements for GOOD and leading to recognition within or beyond the University.

Distinguished

This rating is characterized by a **sustained** performance beyond that which meets the requirements for EXCELLENT and leading to recognition beyond the University.

3. Promotion Evaluation Criteria

The evaluation criteria provide levels of performance indicative of achievement for promotion. The evaluation criteria are general guidelines and apply to full-time faculty in all disciplines. The criteria are examples of achievements in certain activities or functions. They are not listed in order of significance and are not all-inclusive. Achievement within each activity will be evaluated both quantitatively and qualitatively. Since quantitative measurement of goals and objectives sometimes defy clear-cut measurement, consideration will be given to goals and objectives outlined in the candidate's MBOs.

A. Teaching

Definition

Teaching refers to both classroom teaching of undergraduate and graduate students and/or their instruction in non-classroom situations such as laboratory courses and clinical settings. Teaching also includes pursuing development activities to improve teaching skills, advising and supervising undergraduate and graduate students in research projects, providing continuing education lectures, publications and presentations concerning instructional techniques or curriculum development, and development of teaching materials and new instructional methods. The faculty member must demonstrate satisfactory didactic and/or clerkship teaching as indicated by student and peer evaluations.

Evaluation Criteria

- Peer evaluations of teaching
- Student evaluations of teaching
- Undergraduate and graduate courses taught by the faculty member for the evaluation period
- Team taught courses for which faculty serves as course coordinator
- Rotations/clerkships on which faculty precepted students
- Graduate students, residents, or fellows supervised by faculty
- Research associates, visiting scholars, technicians directed
- Students supervised in special projects classes
- Continuing education presentations (submit title, date, audience, sponsor)
- Presentations to community groups
- New courses/clerkship rotations developed
- New lecture series developed
- New instructional techniques and laboratory methods instituted in a class (documentation of changes must be supplied by faculty along with analysis of effect of change)
- Evidence that contributions to teaching are being adopted or are affecting teaching programs at other institutions
- Evidence of impact on the professional careers of former students and colleagues and junior faculty
- Evidence of activities undertaken to improve teaching skills
- Publications or presentations on new courses, instructional techniques, and laboratory methods
- Teaching awards and honors received
- Invitations from other departments within Mercer University or other institutions to participate in their

- teaching programs
- Invitations to serve as consultant in educational programs and methods
- Grants to support instructional activities (where these can be considered an individual faculty member's accomplishments)
- Other

B. Research

Definition

Research deals in the systematic collection and analysis of information for the generation of new knowledge. This includes innovative studies that involve laboratory, field, clinic, library, and other sources of information. Competence and accomplishment in research are primarily documented by publications, presentations, and acquisition of grants. The faculty member must demonstrate the ability to conduct independent original research and grantsmanship. Research conducted at another institution prior to receiving the terminal degree is generally not considered promotion-relevant.

Evaluation Criteria

- Publications of original research articles as a primary author in refereed journals
- Publications of original research articles as a contributing author in refereed journals
- Presentation of original research at international, national, and regional conferences
- Publications of chapters in textbooks, review articles, monographs, letters, CE publications, newsletters
- Grants/contracts associated with research activities. Indicate whether participation as Principal Investigator (PI), Co-investigator (Co-I), or Sub-investigator (Sub-I). Principal Investigator (PI) - Individual who is responsible for initiating the writing and procuring of the grant and provides the majority of the effort. Co-Investigator (Co-I) - Individual who may assist the PI in writing and procuring the grant and provides a significant part of the effort. Sub-Investigator (Sub-I) - Individual not involved in the writing or procuring of the grant and provides a portion of the effort.
- Memberships on graduate committees (include status)
- Scholarly reputation of the journals in which publication appear, including the reputation of publishers, books and monographs
- Published evaluation of research (as in book reviews, responses in print)
- Evidence that research has stimulated the work of other researchers or provided new breakthroughs in the field
- Citation of research in other publications
- Reputation of conferences in which research is presented
- Awards received in recognition of outstanding research
- Election or appointment to national or international scientific organization in recognition of outstanding research accomplishments
- Serves as an editor or reviewer (e.g. scientific publication, grant evaluation)
- Service on scientific review or advisory committees which are based on research accomplishments
- Appointment to serve as a research consultant
- Grants and contracts awarded to conduct research
- Other

C. Service

Definition

Service includes administrative roles such as Associate Dean, Chair, Vice Chair, or Program Director in the School and University. Membership and leadership on committees both within the University and outside will

also be evaluated. Service also includes the creation, development, and participation in service activities locally, nationally, and internationally.

Evaluation Criteria

- School and University Service
 - Committee assignments
 - Committee chair
 - Special service activities
 - Administrative service
 - School sponsored continuing education presentations
 - Guest lecturer in course(s) outside of individual's department or temporary course overload to help individual departments
 - Guest lecturer at individual's practice site (e.g. grand rounds, in-services)
 - Serve as mentor to junior faculty
 - Advisor to students

- Service to the Candidate's Profession or Discipline
 - Offices held in professional societies or associations
 - Committee activities in professional societies or associations
 - Representing school at association meetings
 - Publication reviewer, editor, etc.
 - Board certification.

- Professional Service in Settings Outside the School
 - Committee assignments (e.g. pharmacy and therapeutics or human research committees)
 - Consulting
 - Consulting that may provide opportunities for research/extramural funding
 - Clerkship coordinator at site
 - Clinical pharmacy service programs
 - Primary care clinician
 - Service-oriented publications (e.g., newsletters, special publications, etc.)
 - Community or non-University service
 - Non-school sponsored continuing education programs
 - Non-school lectures or teaching or individual consultation to lay groups in areas relevant to areas of professional expertise
 - Volunteer outreach clinical activities
 - Education or health care planning programs

- Scholarly publications concerning service
- Evidence that activities have resulted in creation or development of systems for improvement in the practice of pharmacy
- Evidence that contributions have had important effects on the policies and programs of the organization
- Evidence that new knowledge, methods or policies derived from the service have diffused to the organizations or committees
- Honors and awards received in recognition of outstanding service contributions
- Invitations from other institutions or organizations including other departments within Mercer to help plan, organize, or review similar activities
- Appointments to university, state, and national committees related to the service activities
- Grants and contracts received to provide service
- Other

Approved: 4/21/94; Revised and approved: 4/23/97

Promotion Policy (Non-Tenure Track)

This policy refers to those individuals in the Department of Pharmacy Practice who receive a non-tenure track academic appointment from the School of Pharmacy and therefore are ineligible for tenure. The promotion policy of the School of Pharmacy for non-tenured track appointments is established to assist the faculty in professional development and promotion. The policy provides definitions, performance, procedures, and general evaluation criteria from which an evaluation can be performed by a multi disciplinary group of peers.

This document is divided into four sections: 1) Definition of Rank; 2) Performance Levels; 3) Evaluation Criteria; and 4) Procedures for Promotion.

1. Definition of Rank

The definition of rank describes the minimum performance levels (Good, Excellent, Distinguished) required for advancement to individual ranks. The definition also includes the length of time required for individual faculty to be in rank before promotion will be considered. All non-tenure track practice faculty will use the term "clinical" preceding their rank.

A. Clinical Instructor

The rank of Clinical Instructor should be used for practice faculty who do not possess the terminal degree in their discipline. This rank may also be used for the faculty member who possesses the terminal degree in his or her field but has limited post-graduate experience.

B. Clinical Assistant Professor

For promotion or appointment to the rank of Clinical Assistant Professor, a practice faculty member should possess the terminal degree and show promise in his or her discipline. The requirement of a terminal degree may be waived for practice faculty members with documented accomplishments in teaching, scholarship and service. Promotion from Clinical Instructor to Clinical Assistant Professor requires attainment of a minimum performance level of Good in each of the three categories: teaching, scholarship and service.

C. Clinical Associate Professor

For promotion or appointment to the rank of Clinical Associate Professor, a practice faculty member must meet the criteria for the rank of Clinical Assistant Professor and attain minimum performance levels of two Excellent and one Good. Consideration for promotion will also be given to those individuals who achieve performance levels of one Distinguished and two Good. Application for promotion will be considered after completion of the fifth year as Clinical Assistant Professor. Earlier application may be considered only in exceptional cases.

D. Clinical Professor

The rank of Clinical Professor is among the highest honors that the University can bestow upon a non-tenure track practice faculty member. Therefore, it should be granted only to practice faculty who have distinguished themselves in their respective disciplines. For promotion or appointment to the rank of Clinical Professor, the practice faculty member must meet the criteria for the rank of Clinical Associate Professor and must achieve minimum performance levels of one Distinguished, one Excellent, and one Good. Application for promotion will be considered after completion of the fifth year as Clinical Associate Professor. Earlier application may be considered only in exceptional cases.

2. Performance Levels

Performance levels are divided into four categories and reflect faculty accomplishments for individual activities or functions. Three categories (Good, Excellent, and Distinguished) are required for promotion.

Adequate

Adequate is defined as the minimum expected performance in all assigned activities.

Good

This rating is characterized by a sustained ABOVE ADEQUATE performance.

Excellent

This rating is characterized by a sustained performance beyond that meeting the requirements for GOOD and leading to recognition within or beyond the University.

Distinguished

This rating is characterized by a sustained performance beyond that meeting the requirements for EXCELLENT and leading to recognition beyond the University.

3. Promotion Evaluation Criteria

The evaluation criteria provide levels of performance indicative of achievement for promotion. The evaluation criteria are general guidelines and apply to all non-tenure track practice faculty. The criteria are examples of achievements in certain activities or functions. They are not listed in order of significance and are not all-inclusive. Achievement within each activity will be evaluated both quantitatively and qualitatively. Since quantitative measurements of goals and objectives sometimes defy clear-cut measurement, consideration will be given to goals and objectives outlined in the candidate's MBO.

A. Teaching

Definition

Teaching by non-tenure track practice faculty refers to instruction of undergraduate students and/or residents both in the non-classroom clinical setting or laboratory and in the classroom setting. Teaching also includes (1) pursuing activities to improve teaching skills, (2) advising and supervising undergraduate students and residents in research projects, (3) providing continuing education lectures, (4) making presentations on instructional techniques or curriculum development, and (5) developing teaching materials and new instructional methods. The faculty member must demonstrate appropriate clerkship and/or classroom teaching as indicated by student and peer evaluations.

Evaluation Criteria

- Peer evaluations of teaching
- Student evaluations of teaching
- Undergraduate courses/lectures taught
- Clerkships for which the faculty precepted students
- Supervision of residents
- Students supervised in special projects courses
- Continuing education presentations (submit title, date, audience, sponsor)
- New courses or clerkships developed
- New lecture series developed
- New instructional techniques instituted in a classroom or clinical situation (Documentation of changes must be supplied by faculty along with analysis of the change.)
- Evidence that contributions to teaching are affecting teaching programs within or outside the

- university
- Evidence of activities undertaken to improve teaching skills
- Publications or presentations on new courses or instructional techniques
- Teaching awards and honors
- Invitations from other departments within Mercer University, other institutions, or other institutional departments to participate in their teaching programs
- Invitations to serve as a consultant in educational programs and methods
- Grants to support instructional activities
- Other

2. Scholarship

Definition

Scholarship, in this context, for non-tenure track practice faculty consists primarily of research, evaluative research, and/or innovative case reports. Research deals with the systematic collection and analysis of information for the generation of new knowledge. Evaluative research is the application of appropriate research methodologies and design to study the effect (effectiveness, efficiency, usefulness, etc.) on outcome of a drug or a service. An innovative case report describes clinical, economic, or organizational mechanisms utilized to solve a pharmaceutical care problem. Competence and accomplishments in scholarship are primarily documented by publications, presentations, and acquisitions of grants. Non-tenure practice faculty members must engage in scholarship. Scholarship activities conducted at another institution prior to receiving their terminal degree are generally not considered promotion relevant.

Evaluation Criteria

- Publication of scholarship as the primary author in refereed or professional journals
- Publication of scholarship as a contributing author in refereed or professional journals
- Publication of book chapters, book reviews, responses in print, review articles, editorials, monographs, letters, CE publications, and newsletters
- Reputation of publication in which article appears
- Presentation of scholarship at local, state, regional, national or international conference
- Reputation of conference in which scholarship is presented
- Grants and contracts awarded to conduct scholarship. Indicate whether participation as Principal Investigator (PI), Co-investigator (Co-I), or Sub-investigator (Sub-I). Principal Investigator (PI) - Individual who is responsible for initiating the writing and procuring of grant/contract and providing the majority of the effort. Co-Investigator (Co-I) - Individual who may assist the PI in writing and procuring the grant/contract and provide a significant part of the effort. Sub-Investigator (Sub-I) - Individual; not involved in the writing or procuring of the grant/contract and provide a portion of the effort.
- Evidence that scholarship has stimulated the work of practitioners or provided new breakthroughs in the field
- Citations of scholarship in other publications
- Awards received in recognition of outstanding scholarship
- Election or appointment to state, national, or international organizations in recognition of outstanding scholarship
- Service as an editor or reviewer (e.g. professional publication, grant evaluation)
- Service on a scientific review or advisory committee which is based on scholarship
- Appointment as a consultant
- Other

C. Service

Definition

Non-tenure track practice faculty are individuals who engage in the practice and management of exemplary and progressive pharmaceutical care services that serve as models of the practice approaches that they teach. Service by these individuals includes participation in and contribution to three distinct areas: the health care organization, the university, and the profession. Evaluation criteria are listed below.

Evaluation Criteria

- Health Care Organization
 - Documentation of pharmaceutical care activities
 - Evaluation of professional competence
 - Evidence of local/national recognition for clinical expertise
 - Participation in practice-site committees (e.g. Pharmacy and Therapeutics Committee and Quality Assurance Committee)
 - Practice/service-related honors and awards
 - In-services/presentations provided to health care workers (e.g. pharmacists, physicians, nurses) at practice site
 - Recognition of clinical expertise through invitations from other institutions or organizations to plan, organize or review similar activities
 - Grants/contracts received to provide service to the health care organization
 - Appointments to committees that are related to service activities
 - Board certification as a practice specialist
 - Administrative appointments at practice site
 - Development of new clinical services
 - Other

- School/University
 - Participation in departmental, school and university committees
 - Serve as Committee Chair
 - Serve as mentor for junior faculty
 - Administrative appointments
 - Maintenance of contractual agreement at the site
 - Invited lectures/seminars to professional and/or public groups
 - Other

- Profession
 - Presentation of continuing education programs
 - Membership in professional organizations
 - Service as officer in organizations
 - Committee service in organizations
 - Representation of the School or practice site at association meetings
 - Participation in community organizations as a pharmacy representative
 - Volunteer health care-related community outreach activities
 - Other

Approved 4/20/95

Revised and Approved 4/23/97

Revised and Approved 4/21/99

Procedures for Promotion

The procedures for promotion outline in order the process by which the faculty member, department chair, and

Promotion and Tenure Committee submit the appropriate documentation including the checklists found in Appendix A. The Department Chair, the Promotion and Tenure Committee, the Dean, the Provost, and the President through independent processes will make a recommendation for promotion for each candidate.

- A. The Department Chair shall annually discuss progress toward promotion with all department faculty members eligible for promotion.
- B. The candidate shall prepare a dossier and submit it to the Chair of his/her department. The dossier must include:
 - 1) Most recent curriculum vitae.
 - 2) Copies of the title page or first page (including abstract) of publications.
 - 3) Summary of student and peer evaluations of teaching.
 - 4) Cumulative MBOs
 - 5) Other documentation supporting performance levels achieved in teaching, research, or scholarly activity, and service per the evaluation criteria.

The dossier must also include a letter describing the performance levels (i.e., Distinguished, Excellent, Good), which the candidate feels have been achieved in the three areas of teaching, research, and service. In a summary, the candidate should justify these achievements using the evaluation criteria. The letter should also summarize the degree to which the MBOs were met.

- 6) A list of five names of reviewers from outside the School. Outside reviewers must be individuals recognized as experts in their area and working in a similar setting as the candidate. At least three of the individuals must be academicians, with academician defined as an individual holding an academic appointment at a school of pharmacy. Outside reviewers who are academicians must hold the same academic rank or higher to which the candidate is applying. The candidate should contact reviewers in advance to determine their willingness to serve.
- C. The Department Chair will review the dossier and prepare a written letter of recommendation with detailed justification to the Promotion and Tenure Committee regarding the promotion. In the letter of support written to the P&T committee, the Department Chair should address the degree to which the faculty member's MBOs were met. The Department Chair shall also provide a copy of this letter to the candidate.
- D. The Department Chair shall forward this recommendation and the dossier to the Promotion and Tenure Committee.
- E. The Committee, upon receipt of the dossier and letter of recommendation from the Department Chair, will provide the Dean a list of faculty members requesting promotion. The Committee shall request letters of recommendation from three outside reviewers. To the extent permitted by law, all outside letters of review will be kept confidential. The Committee may request an additional outside reviewer not from the list submitted by the candidate. To assist the outside reviewer in evaluation of the candidate, the P&T committee will forward the following information to outside reviewers:
 - 1. A copy of the Promotion and Tenure Policy.
 - 2. The detailed justification letter from the candidate describing the performance levels in the areas of teaching, research, and service, and addressing the MBOs.

3. The candidate's most recent curriculum vitae.
 4. Evaluation of the candidate's teaching, including a summary of student evaluations and a summary of peer evaluations.
- F. Each member of the P&T Committee should review each candidate's dossier. The Committee, after due deliberations, shall make a written recommendation with detailed justification for the reasons thereof to the Dean regarding promotion of the candidate. The Promotion and Tenure Committee shall forward to the Dean, along with their recommendation, the recommendation of the Department Chair, and the candidate's dossier. The Committee shall provide copies of its recommendation to the candidate and the Department Chair.
 - G. After due deliberation, the Dean shall make a decision regarding promotion of the candidate. The Dean shall inform the candidate in writing of his/her recommendation and the reasons thereof and send copies of this recommendation to the Department Chair.
 - H. All information concerning the candidate, along with the decision of the Dean, shall be submitted by the Dean to the Provost for consideration for promotion.
 - I. In the event a decision to deny promotion is made by the Dean, the candidate has the right to appeal this decision to the Provost followed by the President.
 - J. The candidate may withdraw his/her name from consideration for promotion at any point in the process by notifying the appropriate individual(s) in writing.

Approved: 4/21/94

Revised and approved: 4/23/97

Revised format: 6/16/98

Tenure Policy

A tenured appointment is an attainment by a faculty member who has demonstrated the professional and personal qualifications required for acceptance as a permanent faculty member. It is the most significant reward by the University; therefore, it should be operated separately and independently of other reward systems such as promotion and salary systems.

A recommendation for tenure shall be made on the basis of demonstrated and documented academic achievement, responsible participation in group deliberative processes, and professional responsibility and service to the school and community. Evaluation of academic achievements shall include the quality of publications, effective teaching development and innovation of new and improved teaching and/or learning methods, and excellence in the faculty member's field of specialization as demonstrated by recognition of his or her achievements and recommendations by peers, not only within the Southern School of Pharmacy, but also where practicable and feasible at other major universities.

Each recommendation for tenure should emphasize the contribution that the candidate has made to the educational needs of the department and/or School.

Approved 4-23-97

The rules of the University, as outlined in the University Faculty Handbook section 2.04.2 will be followed.

In accordance with these policies, in the majority of cases, tenure must be awarded no later than the end of the sixth year of the probationary period to full-time faculty at the Assistant Professor level or above with no

prior tenure-relevant experience, subject only to the conditions of the appeals process. Faculty with prior tenure-relevant experience shall not receive tenure prior to a probationary period, as set by the dean of the school. In implementing this policy, the following procedures should be employed:

A. Faculty with No Previous Tenure-Relevant Experience

1. Annual review of faculty with tenure-relevant experience at the departmental and school level with annual notification of progress towards tenure.
2. Final major review with respect to tenure before the end of the faculty member's sixth year of service.
3. By May 15 of the sixth year, the faculty member shall be notified that he or she will be awarded either a one-year terminal contract or tenure at the conclusion of the probationary period. Tenure becomes effective at the beginning of the seventh contract year.
4. In cases where promotion is awarded to a faculty member before his or her probationary period is completed, no promise of eventual tenure is implied by the promotion.
5. Faculty holding academic rank below Assistant Professor are not eligible for tenure, nor will time at the rank of Instructor be counted as service towards tenure.
6. The Promotion and Tenure Committee will make their recommendation to the Dean for his consideration and recommendation to the Executive Vice President and Provost and the President for the April Trustees Meeting.

B. Faculty with Previous Tenure-Related Experience

1. The minimum probationary period of time for faculty with previous tenure-relevant experience is:

Professors-one year
Associate Professors- two years
Assistant Professors- three years
2. In all cases the faculty member should have a total of at least six academic years of tenure-relevant experience before tenure is recommended. Tenure relevant experience is counted only for full-time service at the rank of assistant professor or above. A new faculty member with previous tenure-relevant experience will normally undergo a final major review with respect to tenure as close as practicable to the end of his/her probationary period at the School. At the end of this period of service, the faculty member will be notified that he/she will be awarded either a one-year terminal contract or tenure at the conclusion of the probationary period.
3. In the case of new appointments, the Dean determines the amount of previous tenure-relevant experience and includes this information in the initial contract letter.
4. The contract includes the following elements:
 - (1) Effective date of appointment.
 - (2) Amount of previous tenure-relevant experience.
 - (3) Anticipated year of tenure review.

- (4) Anticipated effective date of tenure, if awarded.
- (5) Specific tenure policy of the appropriate school or college.
5. In cases of very special merit, and only then with review and personal recommendation by the Dean of the School, the Provost, and the President, tenure may be awarded at any time before the expiration of the full probationary period.
6. Other criteria are the same as those listed for faculty with no previous tenure-relevant experience.

C. Faculty Previously Tenured at Another University

A faculty member who holds the rank of Associate Professor or Professor and who was previously tenured at another University, and who is requesting tenure should:

1. Submit a letter requesting tenure along with a current curriculum vitae and the Department Chair's letter of support to the Promotion and Tenure Committee per the University schedule. These items should provide evidence of good citizenship and contribution to the Mercer School of Pharmacy and/or Mercer University. In the event this faculty member is a Department Chair, the items submitted to the Promotion and Tenure Committee should include a letter requesting tenure and a current curriculum vitae.
2. Provide the letter of tenure previously awarded at the former university.

Approved by the faculty, April 2001

Termination of Faculty Appointment

The Pharmacy School follows the policy of Mercer University as stated in the University Faculty Handbook.

Graduate Faculty Operating Procedures

Purpose

The School of Pharmacy Graduate Faculty (SOPGF) advises the Dean of the School of Pharmacy regarding any matters related to the quality, standards, design and conduct of graduate education in the School.

Duties

The duties of the SOPGF are to:

1. Suggest academic policies, regulations and standards for all graduate programs of the School of Pharmacy consistent with the criteria of the Southern Association of Colleges and Schools (SACS).
2. Review proposals for new graduate programs, program revision and graduate course changes in the School of Pharmacy, and make recommendations regarding the above to the Dean; and
3. Recommend faculty to the Dean for graduate faculty appointment.

Membership

The voting membership of the SOPGF shall consist of all School of Pharmacy faculty appointed to the Graduate Faculty by the Provost of Mercer University.

The Dean of the School of Pharmacy shall preside at SOPGF meetings.

The Ph.D. Program Director shall serve as Secretary. The Secretary shall:

1. Maintain a record of all meetings of the SOPGF.
2. Distribute copies of the minutes to all Graduate Faculty members.
3. Assist the Dean in preparing the agenda for the SOPGF meetings.
4. Provide members with copies of information needed in advance of meetings.

Meetings

The SOPGF shall meet annually at the beginning of the Fall Semester. Additional called meetings may be held as necessary.

Quorum

For purposes of action on business before the SOPGF, a quorum shall consist of 50% of the membership

Points of Order

On all points of order not covered by these Operating Procedures or by the School of Pharmacy Bylaws, the latest edition of Robert's Rules of Order shall govern the SOPGF.

Approved 09/21/94

Appointment Categories

Graduate Faculty Member

The Graduate Faculty Member may serve on dissertation/thesis committees and teach graduate-level courses. A Graduate Faculty Member may be designated as a Graduate Fellow with the additional responsibility of direction of thesis and doctoral research. Appointment as a Graduate Faculty Member is for a term of five years.

Temporary Graduate Faculty Member

The Temporary Graduate Faculty Member may serve on dissertation/thesis committees and teach graduate-level courses. Appointment is for a four-year, nonrenewable term.

Part-Time Graduate Faculty Member

Persons holding part-time faculty appointment may be approved to teach in a specific course area in a graduate program. Part-Time Graduate Faculty Members are appointed yearly.

Criteria for Appointment

To be eligible for appointment as a Graduate Faculty Member the candidate must

1. Be a full-time faculty member at Mercer University
2. Hold the highest earned degree in the teaching discipline or a related discipline
3. Have at least three years of acceptable experience
4. Demonstrate commitment to graduate education and continuing professional growth by teaching graduate courses, service on committees, mentoring, and involvement in other scholarly and/or professional activities.

To be identified as a Graduate Fellow of the Graduate Faculty the candidate must, in addition to the above, provide evidence of qualifications to direct independent research.

An individual meeting the criteria for Graduate Faculty who either does not presently hold the highest earned degree in the discipline or have the required experience may be eligible for temporary appointment.

For appointment as a Part-Time Graduate Faculty Member the individual must

1. Hold the highest earned degree in the teaching discipline or a related discipline
2. Demonstrate commitment to graduate education and continuing professional growth
3. Possess the appropriate academic preparation and credentials to teach in that area.

Approved May 1991

Documentation

No one criterion should be used to judge the competence of a candidate for appointment to the Graduate Faculty. The principal element is that the faculty member is currently an active, productive, effective scholar and teacher at the graduate level. The candidate must demonstrate quality and continued scholarly and professional activity.

- I. For consideration for appointment/reappointment as a Graduate Faculty Member, the candidate must provide the following information.
 1. List earned degrees with the name of the awarding institution and the date each degree was conferred.
 2. Give experience in graduate education.
 - a. List graduate courses taught since last review. Provide the course title and number and the date taught.
 - b. List service on graduate advisory/examining committees since last review.
 - c. List theses/dissertations directed since last review. Provide the name of the student directed, title and year degree received.
 - d. List other contributions to the graduate program since the last review.
- II. In addition to the information above, an applicant seeking appointment/ reappointment as a Graduate Fellow should provide the following evidence of qualifications to direct independent research.

1. List publications in refereed research journals. Provide in the following format: Author(s), title, journal, volume: pages, year.
2. List books/chapters. Provide in the following format: Author(s), title, city: publisher; year, pages.
3. List other publications. Provide in the following format: Author(s), title, journal, volume: pages, year.
4. List presentations with abstracts of research at professional meetings. Provide in the following format: Author(s), title, meeting, journal, volume: pages, year.
5. List presentations without abstracts of research at professional meetings. Provide in the following format: Author(s), title, meeting, city, date.
6. List research support from external funding agencies. Provide in the following format: Investigator(s), title, funding agency, amount, and year.
7. List grants/contracts submitted/pending or submitted/not approved. Provide in the following format: Investigator(s), title, funding agency, amount, and year.
8. List service as an editor or referee for a scholarly journal or other publication.
9. List service as a reviewer for a granting agency.

Procedure

1. Submit nomination form and the requested documentation to the Pharmacy Graduate Faculty Appointment Committee. The Committee will make recommendations for appointment or reappointment to the Graduate Faculty to the Dean of the School of Pharmacy.
2. The Dean of the School of Pharmacy will nominate individuals for appointment/ reappointment to the Graduate Faculty. A completed application will be forwarded to the Chairperson of the University Graduate Council for action.
3. Graduate Council recommendations will be submitted to the Chief Academic Officer of the University for final approval and appointment.

Approved December 1991

Faculty Evaluations

At the beginning of each academic year, each faculty member is expected to develop specific goals for the

academic year. These goals should be related to stated goals and current objectives of the School of Pharmacy and the University and are considered in determining salary, promotion and tenure. Each faculty member will discuss and document achievement of goals for the previous academic year, as well as projected goals for the current academic year in an evaluation conference with the Department Chairperson during the Fall Semester.

Guidelines for Peer Review of Teaching

Purpose

The purpose of the peer review of teaching is to assist the individual faculty member in identifying strengths and weaknesses in teaching in an environment that is supportive and constructive. Peer review of teaching along with student evaluations of teaching provides a documented record of performance and contributions in teaching.

Procedures

Each full-time, teaching, faculty member of the Southern School of Pharmacy is peer reviewed by a peer review committee established for the individual.

The Department Chairs will be excluded from membership on the peer review committee of faculty within their departments. However Department Chairs may serve on peer review committees of faculty in other departments. The peer review committee for each individual is coordinated by the Associate Dean for Academic Affairs with input from the Department Chairs and is comprised of the following two faculty members:

A full-time faculty member with at least 3 years of teaching experience, from the individual's department, and holding an academic rank equal to or higher than the individual. This person will serve as chair of the peer review committee.

One full-time faculty member with at least 3 years of teaching experience. This reviewer may be a member of the individual's department, or a member of another academic department of the Southern School of Pharmacy, or a member of another College/School of Mercer University.

For review of Department Chairs, the Associate Dean for Academic Affairs will select the peer review committee. The chair of the peer review committee must be a full-time faculty member with at least 3 years of teaching experience, hold an academic rank equal to or higher than the Department Chair, and be a member of another academic department of the Southern School of Pharmacy. The second reviewer must have at least 3 years of teaching experience and must be a member of either another academic department of the Southern School of Pharmacy or a member of another college/School of Mercer University.

At the beginning of each academic year, each individual who will be peer reviewed will be informed of the peer review committee's membership.

At the beginning of each semester, the faculty member will provide the peer review committee with the syllabi for the courses in which he is teaching, marking dates in which he is teaching.

Each member of the peer review committee will personally attend one class of the faculty being reviewed. The reviews should be made within a reasonable period of time (approximately 2 weeks of each other) so that recall will be sufficient when the two reviewers meet jointly to develop suggestions as described below. The Peer Review Chair should coordinate this.

In the case of clerkship teaching, both members of the peer review committee will visit the clerkship

site for review. The individual faculty member being reviewed will be informed of the date of the review (site visit) one week in advance.

In the case of didactic teaching each member of the peer review committee will inform the individual faculty member being reviewed of the date of a review one day in advance. Following a review, the faculty member should submit to the reviewer any applicable materials the reviewer may not have received during the class period including objectives, test questions, and handouts.

After the two members of the peer review team have completed their evaluations, the two will meet and share their individual reviews to prepare a joint report summarizing the findings of the two reviews and offering suggestions for development. The Peer Review Chair will coordinate this. Timeliness is important.

The completed joint report will be given to the Department Chair to keep on file. The Department Chair upon receipt will give a copy of the joint report to the individual.

The report will be discussed with the individual during the next regularly scheduled MBO meeting or earlier if necessary. Plans for development will be made accordingly.

Faculty have the option of requesting any lecture be videotaped. This is encouraged for development purposes. Interested faculty can contact Educational Media to arrange videotaping.

Approved 3/16/95

Faculty Participation In Externally Funded Activities

The faculty of the Southern School of Pharmacy of Mercer University are encouraged to seek extramural funding which will enhance the academic instructional programs, scholarly activities, and professional practice programs of the School. The only way faculty can receive additional financial compensation from a non-governmental grant is through this Policy on Faculty Participation in Externally Funded Activities. Ways in which faculty can share in the proceeds of contracts and grants are listed below:

CONTRACTS AND/OR GRANTS FOR RESEARCH AND/OR SERVICES. As the faculty of the Southern School of Pharmacy become more involved in administrative research, clinical research, and basic science research, the educational and scholarly activities of the School will be enhanced. In order to stimulate the faculty to pursue these scholarly endeavors, as well as to assist in bringing their salary to parity, the following policy is in effect:

1. Faculty members participating must be full-time unless otherwise approved by the Department Chair and the Dean.
2. Faculty may be tenure or non-tenure track.
3. All direct costs of conducting the research, presenting and publishing the data, plus University and School overhead, will be paid by the grant and/or service contract prior to the disbursement of any funds to the individual faculty member.
4. The funds will be placed in a restricted account. The investigator will submit a proposed budget to the Business Office outlining plans for funds. Research funds can only be used for "Budgeted Items" related to the grant unless approval has been given by the Granting Agency or, in special circumstances, approved by the Department Chair.
5. A principal investigator or co-investigator cannot receive any compensation for work that they perform related to the grant.

6. The inclusion of salary dollars for "release time" is strongly encouraged. Since allowances are made within the MBO for release time, these funds will be allocated to the School of Pharmacy.
7. All grants will be "closed out" by the date indicated on the Research Proposal Transmittal Form (RPTF), unless an extension has been approved by the Granting Agency or Department Chair. Residual funds will be used to further research and program goals.
8. Faculty participating in continuing education programs of Mercer University are eligible to receive stipend from those programs. These programs are those funded by the University through grants and contracts. Stipends are negotiated between the faculty and the program coordinator and do not fall under the Policy on Faculty Participation in externally funded activities.

This policy will be reviewed annually by the Executive Committee and updated as needed.

Revised and Approved 8-3-95

Revised and Approved 4-1-98

Revised and Approved 11-17-99

Faculty Development Program

Introduction

Faculty development is defined as "a process designed to foster personal and professional growth for individuals within a respectful, supportive, positive organizational climate having as its ultimate aim better learning for students and continuous, responsible self-renewal for educators and schools" (Dillon-Peterson, B., Staff Development/Organization Development, Association for Supervision and Curriculum Development, Alexandria, VA [1981], p. 3). The President of the University, the Executive Vice President, the Provost, and the Dean of the School are ultimately responsible for the physical and fiscal resources necessary for the implementation and maintenance of the Faculty Development Program. The success of the program is highly dependent on the sustained commitment of the administration to provide the appropriate space and budget. Basic resources needed for a successful faculty development program include:

1. Encouragement and support from administration for developmental activities
2. Release time away from certain faculty and patient care responsibilities
3. Funds for travel, research expenses, and equipment
4. Appropriate space to conduct research

Programmatic responsibility for the Faculty Development Program is shared between the Department Chairs and the individual faculty. It is the responsibility of the Department Chair to provide the guidance and counseling necessary to assist the faculty member in focusing on specific needs and facilitating activities to address those needs. Ultimate success of a Faculty Development Program rests with the individual faculty member. Each faculty member should address his or her own needs and through discussions with the Department Chair focus on and address those needs through the Faculty Development Program.

Basic (Overall) Goal:

To provide an academic environment that stimulates innovation in teaching, research/scholarly activity, service, and patient care, and encourages School of Pharmacy faculty to develop and grow both intellectually and professionally, maximize academic productivity, and provide mechanisms for response to change in academia and the profession.

Specific Goals, Expected Outcomes, and Implementation:

1. Teaching (All Faculty):

Goal: Provide support and encouragement to all faculty so that they may achieve and maintain a good to excellent level of teaching productivity and quality.

Expected Outcome: The level of teaching of the faculty will be good to excellent in terms of organization, content, use of audiovisual materials, student evaluation, and teaching methodology.

Implementation:

1. Course objectives and outlines (syllabi) with descriptions of course content will be established by faculty for each course. These will be reviewed, updated and approved by the Department on an annual basis.
2. Written procedures concerning course policies (e.g., examinations, grading and attendance) will be distributed to the students at the beginning of the term.
3. The School of Pharmacy will maintain and strive to improve systems for student evaluation of teaching and courses, assist faculty in using these results to improve teaching performance, and reward appropriate faculty for teaching excellence based on results.
4. A system and guidelines for peer evaluation of teaching will be explored.
5. The results of all evaluations of teaching performance will be reviewed by the Department Chairmen/Vice Chairmen on a semester basis. Those faculty who have been identified as needing assistance will be provided access to appropriate teaching resources and developmental assistance.
6. School development funds will be designated to provide conferences and workshops at the School of Pharmacy wherein effective teaching methodologies and technologies are presented to the faculty.
7. School development funds will be designated to allow faculty to attend conferences and workshops related to the improvement of teaching methods and evaluation of teaching effectiveness.
8. Faculty with proven teaching skills will be assigned as mentors to assist faculty with identified difficulties in teaching to assist in the areas of classroom presentation, teaching techniques, and the use of audiovisual equipment.
9. Specific criteria will be developed by the Promotion and Tenure Committee to provide guidance to the faculty concerning the relationship between teaching and promotion and tenure.

2. Innovative Teaching Methods (All Faculty):

Goal: Provide the appropriate environment and opportunity for faculty to develop and implement innovative

teaching methodologies in the classroom and experiential setting.

Expected Outcome: Faculty providing teaching at an acceptable level will be encouraged to develop and implement innovative teaching methodologies.

Implementation:

1. Faculty members will be encouraged and given sufficient time to develop proposals for innovative teaching methods for funding from external sources.
 2. School development funds will be designated to provide conferences and workshops at the School of Pharmacy wherein new and innovative teaching methodologies and technologies are introduced to the faculty.
 3. School development funds will be designated to allow faculty to attend conferences and workshops related to innovative teaching methods and evaluation of teaching effectiveness.
 4. Teaching assignments will be made flexible for faculty to implement innovative teaching methodologies.
 5. A special group of faculty (particularly those funded to attend conferences on teaching methods) will be designated to facilitate the sharing of ideas and outcomes of faculty related to innovative teaching methods.
 6. Faculty developing and implementing innovative teaching methods will be encouraged to share their experiences with colleagues at Mercer as well as through publications and presentations at academic meetings. School funds will be provided for this purpose.
 7. Appropriate recognition will be provided to faculty who undertake the responsibility of introducing and evaluating innovative teaching methods.
3. Research/Scholarly Activity (New Faculty and Experienced Faculty with Limited Previous Involvement):

Goal: To provide the environment and stimulation of independent research and scholarly activity by faculty who are beginning their academic or research careers.

Expected Outcome: Within three years of initial appointment, the tenure track faculty member will have made significant progress toward the establishment of a productive research/scholarly activity program. For experienced faculty, significant increases in research/scholarly activity involvement will occur within three years of active participation in the faculty development program in research/scholarly activity.

Implementation:

1. Sufficient space and start-up funds will be made available to each new faculty member at the time of appointment.
2. During the first year of appointment, sufficient time will be made available to the new faculty member to establish a research/scholarly activity program by reducing the teaching assignments to less than normal load and expecting minimal internal and external service activities. (An additional benefit will include the opportunity to concentrate more on a limited teaching load as well.)
3. Opportunities (in terms of funds and time) for the presentation of scholarly work at

professional meetings will be made available in accordance with the school's travel policies.

4. Established faculty with active, research/scholarly activity experience will act in an advisory capacity in the reviewing of proposals and manuscripts and in suggesting potential research/scholarly activity areas.
5. The Department Chairs will firmly establish research/scholarly activity objectives to be accomplished within a reasonable time period with the new faculty member upon appointment.
6. At least on an annual basis, the Department Chairs through the MBO process will evaluate the faculty member's research/scholarly activity progress and provide appropriate feedback.
7. Established faculty with a successful research/scholarly activity record (mentors) may be assigned to guide and assist new or other interested faculty in establishing goals for his/her research/scholarly activity program and in learning techniques essential for reaching those goals. Ideally, each new and other interested faculty members would be assigned a mentor.
8. An internal grant review mechanism will be developed at the departmental level to enhance the grant writing skills of new faculty.
9. The Dean will assist new investigators and those interested in pursuing new endeavors in research/scholarly activity by obtaining funds for the purchase of research instrumentation.
10. Funds will be made available for new faculty and faculty with limited research/scholarly activity experience to attend workshops and seminars that will enhance their skills and abilities in research methodology, analysis, grantsmanship, etc.
11. Specific criteria will be developed by the Promotion and Tenure Committee to provide guidance to the faculty concerning the relationship between research and scholarly activity and promotion and tenure.
12. Internal funds will be made available as "seed grants" for faculty for projects that are not fundable from external sources after initial data are collected.

4. Research (Established Research Faculty):

Goal: Provide an environment for established pharmacy faculty who are interested in participating in independent research to contribute their expertise to intra-disciplinary and interdisciplinary research endeavors.

Implementation:

1. Department Chairs will encourage established researchers to participate in research endeavors and to seek funding from outside sources through the setting of appropriate MBO's.
2. The Dean, Department Chairs, and the Director of Clinical Research will identify opportunities for interdisciplinary research and funding sources for the faculty.
3. Department Chairs will encourage faculty to prepare proposals to external sources that will lead to the purchase of instrumentation for research and/or support for faculty travel.

4. The Dean will assist investigators in obtaining internal funds for the purchase of research instrumentation.
5. Adequate research space, release time, and/or supportive personnel will be provided for each funded research project.
6. Research opportunities with other Universities and Schools of Pharmacy will be explored by the Dean, Department Chairs, and faculty.
7. School development funds will be designated to allow faculty to attend conferences and workshops related to learning new research methodologies, procedures, etc.

5. Stimulation of Continuing Faculty Growth (Established Faculty):

Goal: To provide established faculty with the opportunity to engage in novel and different activities to stimulate and/or renew enthusiasm for one's academic position.

Expected Outcome: Faculty will become involved in varied activities that achieve the overall mission of the School and at the same time allow the faculty member the opportunity to grow academically and enhance positive interest in one's career.

Implementation:

1. Tenured faculty with primary interest in the teaching and/or service mission of the School will be encouraged to undertake new and appropriate teaching or service responsibilities (e.g., increased teaching responsibilities, increased involvement on committees and organization advising, development of innovative teaching methodologies, counseling, consulting, continuing education, recruiting, patient care etc.). The intent is to identify activities within the mission of the department and School in which the faculty member would find satisfaction.
2. For faculty described above, School funds for attending courses, seminars, workshops or sabbaticals will be made available for retraining.
3. Established faculty will be encouraged and given financial support as described in the University's sabbatical policy to take a sabbatical leave to enhance their scholarly activity.
4. As described in the School of Pharmacy Reimbursement Policy, funds raised through grant or contract activities will be used to provide or supplement funds, which will allow faculty to attend and participate in national and international meetings.

6. Clinical Services (Pharmacy Practice Faculty):

Goal: Provide support and encouragement to Pharmacy Practice faculty to actively participate in the continued improvement and development of patient service activities.

Implementation:

1. Provide start-up funds for site development including reference materials, computer hardware and software and other equipment.
2. Provide funds for travel to visit established sites for the purpose of developing or improving sites.
3. Provide new faculty with release time for the development of patient care role teaching and research at the practice site.

7. Professional Service (All Faculty):

Goal: To support and encourage faculty to participate and contribute to professional organizations and institutional committees.

Expected Outcome: A high level of participation in professional organizations important to the academic and/or practice interests of the faculty will occur.

Implementation:

1. Provide travel funds and leave for faculty to participate in leadership roles in scientific and professional organizations.
2. New faculty will be appointed to a limited number of School of Pharmacy committees to learn about the governance process.
3. Established faculty will be encouraged and supported for taking leadership roles in University and School of Pharmacy governance.
4. Pharmacy Practice faculty will be expected to actively participate in one or more medical staff committees of their institution or equivalent committees related to their practice interest.
5. Faculty who serve on state or national committees will make a special effort to nominate qualified colleagues at Mercer for similar positions.
6. All faculty will have the opportunity to change their participation on various committees on a biannual basis.

Approved April 1991

FACULTY ORIENTATION POLICY

The Faculty Orientation Policy should serve to guide the Department Chairperson and others in the orientation of new faculty. The policy should help to standardize the orientation process.

Responsibilities of Personnel Department

1. Discuss faculty benefits and provide a copy of the Employee Benefits Handbook.
2. Receive signatures for all payroll, insurance forms, etc.
3. Provide OSHA training if applicable.

Responsibilities of Department Chairperson

1. Tour the campus and make the appropriate introductions. Provide a list of all faculty, staff, and administrative personnel.
2. Provide a copy of the University Faculty Handbook
3. Acquaint the faculty member with his/her responsibilities for teaching, research, and service. Explain how the MBO is used to outline expectations and measure results.
4. Discuss School of Pharmacy Policies:
 - a. Office hours are generally 9-4:30 Monday through Friday. This may vary depending on your specific responsibilities.
 - b. Vacation/Travel leave/Sick leave
 - c. Sabbatical

- d. Discuss School and University organizational structure
 - e. Promotion and Tenure. Expectations of the Department Chair should be discussed. An appointment may be made with the Promotion and Tenure Chairperson.
 - f. Responsibilities for attending School and University functions. (i.e. Faculty Retreat, Dean's Welcome Reception, Graduation, Faculty Meetings)
 - g. Responsibilities for committees (provide a list of all committees).
 - h. Procedure for submitting/changing courses
5. If the faculty member is appointed at the Instructor or Assistant Professor rank, assign a senior faculty member to serve as mentor. The junior faculty member may later select another mentor compatible with their area of expertise and research interest.
 6. Outline the procedure for solicitation and establishment of Grants. Discuss the policy on faculty participation on externally funded activities and the policy on Conflict of Interest/Commitment.
 7. Provide a copy of the Student Handbook. Direct the faculty member to make an appointment with the Associate Dean for Student Affairs and Admissions to discuss the Honor Code, the Student Grievance Process, and any other pertinent student policies.
 8. Arrange with Enrollment Services to discuss the process for obtaining class roles and submitting grades.
 9. Orient the faculty member to the classrooms and arrange with media to discuss the audiovisual set up. Discuss peer review of teaching and audiotaping.
 10. Provide copies of reading materials on active learning, the scholarship of teaching, and the profession of pharmacy.
 11. Direct faculty member to make an appointment with the Senior Associate Dean for Administration to discuss the school's mission, vision, values, and strategic plan.

Responsibilities of Departmental Secretary

1. Obtain the necessary office supplies, furniture, equipment, etc. for the faculty member. Provide him/her with copy of the School Catalog.
2. Arrange with the physical plant to obtain keys.
3. Orient the new faculty member to the following:
 - a. Telephone. Obtain a telephone code from Telecommunications for long distance calls. Provide telecommunications with directory information.
 - b. Demonstrate E-mail, Internet and request a password from the computer center.
 - c. Department copier/copy center
 - d. Set up an appointment with the Library Director and have the faculty ID card validated for check out.
 - e. Discuss secretarial support and priorities.
 - f. Discuss ordering of supplies, equipment, etc.
 - g. Arrange for a faculty ID card.
 - h. Discuss procedures for reserving conference rooms/classrooms.
4. Make an appointment with the Assistant to the Dean for Business Operations to discuss Request for Payments, Travel Expense Vouchers, Requisitions, Purchase Orders, Petty Cash, etc.

Additional Orientation for Laboratories

1. OSHA Guidelines: To be discussed with the Chair of Environmental Safety Committee.
2. Animal Guidelines: To be discussed with the Director of the Animal Facility
3. Radioisotopes: To be discussed with the Radiation Safety Officer.
4. Patient Care Research: To be discussed with the Director of the Center for Clinical Research.

Approved 9/94

Sabbatical Leave Policy

Faculty members who have held full time appointments for at least six years are eligible for consideration for a sabbatical leave. Policies and procedures governing sabbatical leaves are found in Section 2.18.1 of the

Faculty Vacation Policy

All professional, administrative, and 12-month faculty personnel are entitled to twenty-two vacation days each fiscal year. These days should be used by August 31 of each consecutive fiscal year. However, a maximum of eleven days may be carried over. The maximum number of vacation days which may be available to the employee in this category is thirty-three. In no instance will professional, administrative, or 12-month faculty be paid for carry-over vacation days upon separation from the University. In the event of separation during the fiscal year, vacation days will be apportioned, for reimbursement purposes, according to time served during the fiscal year.

All vacation/leave must be requested on a Travel Authorization request form and approved by the Department Chair.

Each faculty member is allowed unlimited leave of absence for University business, for attending conferences, for making presentations, etc. These leaves of absence are not considered as vacation leave, but a Leave Request must be submitted through the same channels as previously described for vacation leave.

Vacation leave generally will not be approved while school is officially in session, unless the person requesting leave has no classroom or clerkship obligations on those days. Fractions-of-days vacation, likewise, will not be approved. Should it be necessary for a faculty member to be away from the School for a portion of the day between the hours of 9 A.M. and 4:30 P.M., he or she should notify his or her Departmental Chairperson of the expected absence. If, while on an official leave of absence for University business, etc., it is necessary for an Instructor to cancel classes, those classes must be made up at a future date.

Approved 8/93

Faculty Sick Leave Policy

The School will follow the sick leave policy of the University as outlined in the University Faculty Handbook, Section 2.18.4. Faculty members must notify their Department Chairperson if they must be absent because of illness or injury. If the illness or injury incapacitates the faculty member for more than several days, his or her responsibilities will be assigned to other members of the department.

Faculty Travel Policy

The School will make every effort to fund all reasonable travel expenses for any invited presentations, papers, or posters accepted, if the professional organization or other sponsor does not reimburse expenses. The papers and posters presented are an important component of scholarly activity that represent and provide recognition for the School. With the approval of funding for travel, the School expects that the faculty member will submit his/her presentation or poster for publication within one year. Faculty are encouraged to seek outside funding for travel expenses.

Faculty serving as official representatives of the school (e.g., AACCP) will have reasonable expenses reimbursed.

Faculty will be reimbursed for travel expenses to University committee meetings outside Atlanta. Additionally, faculty serving on professional committees will have reasonable expenses paid when possible.

Attendance at selected professional meetings that will enhance the faculty member's teaching and/or research will be considered as Faculty Development and reimbursed as approved by the Department Chair or Dean.

Travel expenses for practice faculty traveling between their primary service site and the School (required or necessary trips resulting in extra daily mileage) are reimbursable at the end of the semester. The primary site is defined as the place where you do the majority of teaching and service. Commuting from home to the School in route to your primary site or vice versa is not reimbursable.

The process of receiving approval for travel is to complete a "Travel Authorization Request" form, which is available from the Department Secretary. The form should be completed with dates of travel, explanation of travel (attach notice for invited presentation, presenting paper or poster, etc.) and an estimate of expenses. It is assumed that the faculty member will resolve any conflicts with teaching or service responsibilities during the leave and prior to submitting the request for leave. The Department Chair must approve the travel. A copy of the approved and signed request form will be forwarded to the faculty member. Faculty should make every effort to minimize expenses (e.g., on-time registration, early booking of airfare, sharing rooms, etc.). Rental cars will be approved only if necessary to attend a meeting and if equivalent or less than commercial travel (e.g., cab, etc.). Expenses reimbursed by an outside agency must be deducted from the amount billed to the University. Faculty may be required to submit documentation from the outside agency outlining expenses and/or honoraria received. The approved amount should be considered an expense cap.

All reimbursements for travel from University funds must be submitted and detailed on a "Travel Expense Voucher". Receipts must be attached to the expense voucher. This form is reviewed and approved for reimbursement by the Department Chair and Dean before being forwarded to the Business Office for processing.

Revised and Approved by Executive Committee 4/20/99

Part-time Faculty Policy

Part-time faculty are used for specific courses and lectures when full-time faculty are unavailable. They are selected based on their expertise in the subject area. The Department Chair in the Department that is responsible for the course evaluates the credentials of the faculty member. A recommendation to appoint the faculty member part-time is then presented to the Dean. The requirements for teaching the course/lecture are discussed with the Department Chair or course coordinator. The teaching effectiveness of the part-time faculty is evaluated in the same manner as full-time faculty. Part-time faculty do not have service or research requirements.

Part-time faculty that perform a service on a regular basis should be added to the payroll. The Chairs will furnish the part-time faculty with a contract letter that provides salary information and teaching responsibilities. If they provide a service occasionally, (class, rotation, etc.) they should be paid using an RFP.

Approved Executive Committee March 1994.

Revised 6/29/98

Conflict of Interest Policy

PART I. General Policy on Conflict of Interest

A. Introduction. This policy is based on the University Policy on Conflict of Interest for Government-Sponsored Programs and, like the University policy, is intended to comply with the National Science Foundation (NSF) Investigator Financial Disclosure Policy [Fed. Reg. 60, no. 132, pp. 35820-35823 (July 11, 1995)] and the final regulations of the Department of Health and Human Services (DHHS) dealing with investigator conflicts of interest. Modifications of this policy may be necessary or advisable once other agencies adopt conflict of interest rules or once further guidance is received from NSF and HHS.

B. General Philosophy. Mercer University and the Southern School of Pharmacy recognize that external consulting, research, and educational or other scholarly activities are a proper and common feature of academic employment, contributing to the professional development of the individual and extending the University's missions of teaching, research, and service. The University and Southern School of Pharmacy permit and indeed encourage a limited amount of such activities where they (1) provide the individual employee with experience and knowledge valuable to teaching, research, or scholarship, (2) involve suitable research or scholarship through which the individual may make a worthy contribution to knowledge, or (3) constitute a public service, as long as they do not present unacceptable conflicts of interests or create conflicts of commitment with respect to the individual's obligations to the University or the Southern School of

Pharmacy and performance of University and School duties.

C. Basic Principles

1. Full-time members of the faculty and professional and administrative staff owe their primary professional responsibility to Mercer University Southern School of Pharmacy and their primary commitment of time and intellectual effort should be to their institutional responsibilities assigned and/or approved by the Dean of the School. Part-time employees are obligated to the School in proportion to the terms of their employment. Outside activities may not interfere with the individual's institutional responsibilities.

2. Mercer University Southern School of Pharmacy does not permit full-time employment at another establishment.

3. No outside activities should result in any conflict of interest with or compromise of commitment to the individual's responsibilities to Mercer University Southern School of Pharmacy.

4. Mercer University Southern School of Pharmacy resources (including space, facilities, equipment, and support staff) may not be used for outside activities without prior approval and appropriate payment to Mercer University Southern School of Pharmacy.

5. Faculty members naturally identify themselves professionally in terms of their institutional affiliation. Care shall be exercised to insure that external professional involvements do not imply University sponsorship or sanction.

6. Faculty members who believe their consulting, research, educational, or other paid outside activities will result in a conflict of interest or commitment must obtain prior approval from the Dean of the School or his designee. Professional or administrative staff that wish to arrange consulting, research, educational, or other paid outside activities must obtain prior approval from the appropriate supervisor.

D. Annual Disclosure

In order to prevent conflicts of interest and commitment, it is the policy of the Southern School of Pharmacy that on or before 30 September of each year each faculty member will complete a Conflict of Interest/Commitment Form, which will be made a matter of record.

PART II. Specific Policy on Financial Conflicts of Interest (applies only to NSF or DHHS grants).

A. Definitions

1. Investigator means the principal investigator, co-principal investigators, and any other person employed full- or part-time by Mercer University Southern School of Pharmacy who is responsible for the design, conduct, or reporting of consulting, research, education, or other professional activities funded or proposed for funding.

2. Significant financial interest means anything of monetary value, including, but not limited to, salary or other payments for services (e.g., consulting fees or honoraria); equity interests (e.g., stocks, stock options or other ownership interests); and intellectual property rights (e.g., patents, copyrights, and royalties from such rights). The term does not include:

- a. Salary, royalties, or other remuneration from the University of any ownership rights held by the University, if the School or University is an applicant for or recipient of funding under the Small Business Innovation Research Program or Small Business Technology Transfer Program.
- b. Income from seminars, lectures, or teaching engagements sponsored by public or nonprofit entities.

- c. Income from service on advisory committees of review panels for public or nonprofit entities;
- d. An equity interest that when aggregated for the investigator and the investigator's spouse and dependent children, meets both the following tests: does not exceed \$10,000 in value as determined through reference to public prices or other reasonable measures of fair market value and does not represent more than a 5% ownership interest in any single entity; or
- e. Salary, royalties, or other payments that, when aggregated for the investigator and the investigator's spouse and dependent children, are not expected to exceed \$10,000 during the next twelve month period.

B. Required Financial Disclosures

1. Each investigator must disclose to the Dean all significant financial interests of the investigator (including those of the investigator's spouse and dependent children) (1) that would reasonably appear to be affected by the consulting, research, educational, or other professional activities funded or proposed for funding by any source within or outside the University or (2) in entities whose financial interests would reasonably appear to be affected by such activities.

2. The financial disclosures required above must be provided prior to the time a proposal for funding is submitted to an agency external to the University. Such financial disclosures must be updated during the period of the award, either on an annual basis or as new reportable significant financial interests are obtained.

D. Determination and Management of Conflicts of Interest

1. The Dean will review the financial disclosures, will determine whether a conflict of interest exists, and will determine what conditions or restrictions, if any, should be imposed by Mercer University Southern School of Pharmacy to manage, reduce or eliminate such conflict of interest. A conflict of interest exists when the Dean reasonably determines that a significant financial interest could directly and significantly affect the design, conduct, or reporting of consulting, research, educational, or other professional activities.

2. Examples of conditions or restrictions that might be imposed to manage, reduce, or eliminate conflicts of interest include, but are not limited to:

- a. Public disclosure of significant financial interests;
- b. Monitoring of consulting, research, educational, or other professional activities by independent reviewers;
- c. Modification of the consulting, research, educational, or other proposed plan;
- d. Disqualification from participation in the portion of the sponsored consulting, research, education, or other professional activity that would be affected by the significant financial interests;
- e. Divestiture of significant financial interests; or
- f. Severance of relationships that create conflicts.

3. If the Dean determines that imposing conditions or restrictions would be either ineffective or inequitable and that the potential negative impacts that may arise from a significant financial interest are outweighed by interests of educational or scientific progress, technology transfer, or the public health and

welfare, then the Dean may recommend that the consulting, research, education, or other professional activity be allowed to go forward without imposing such conditions or restrictions. Such a recommendation will be forwarded to the Provost for review and approval.

4. If the Dean determines that a conflict of interest cannot be satisfactorily managed, the Dean will promptly notify the University's General Counsel, who will assure that the funding agency is kept appropriately informed in accordance with the applicable regulations.

5. Any investigator who disagrees with any determination made by the Dean under this policy may appeal to the Provost, whose decision shall be final.

D. Certification of Compliance

1. Each investigator must certify that he or she has read and understands this policy, that all required disclosures have been made, and that the investigator will comply with any conditions or restrictions imposed by Mercer University Southern School of Pharmacy to manage, reduce or eliminate conflicts of interest. Certification of compliance by the investigator shall be by signature on the University routing form for grant applications. Disclosure of significant financial interests shall be by completion of the University form "Investigator Financial Disclosure", which must accompany all proposals for acquiring financial support for projects.

2. The University is required to certify in proposals for funding made to certain governmental agencies, including NSF and HHS, that the University has implemented a written and enforced conflict of interest policy that is consistent with applicable requirements imposed by the agency; that to the best of its knowledge all financial disclosures required by that conflict of interest policy have been made; and that all identified conflicts of interest will have been satisfactorily managed, reduced, or eliminated prior to the University's expenditure of any funds awarded by the agency, in accordance with the conflict of interest policy. The University will rely on the investigators' certifications in making its certifications to the governmental agencies.

E. Enforcement

The failure of any investigator to comply with this policy shall constitute grounds for disciplinary action, consistent with the procedures set forth in the University Faculty Handbook, the Employee Handbook for Non-faculty Employees, or other applicable disciplinary policies and procedures.

F. Records

Records of all financial disclosures and of all actions taken to manage conflicts of interest shall be retained until at least three years beyond the termination or completion of the government-sponsored project to which they relate, or until the resolution of any government action involving those records, whichever is longer

Approved by Faculty August 19, 1996.

Health Policies

All faculty members born January 1, 1957 or later must receive one additional dose of MMR vaccine or have a letter from their physician or health department documenting previous immunization with at least two doses of MMR or measles vaccine.

All faculty, residents, or fellows that participate in patient care activities are required to have a current PPD skin test for tuberculosis.

All faculty, residents, or fellows that have patient contact must complete annual OSHA training for Blood-borne Pathogens. The office of the Assistant Vice President for Health and Bio-safety will maintain records on each employee undergoing training.

Distinguished Educator Award

1. Nominations for the Distinguished Educator Award will be requested on an annual basis.
2. The award will consist of a plaque presented at the graduation ceremony and one of the following options at the awardee's discretion:
 - a. An all-expense-paid trip to the Annual AACP meeting, including a one-year membership
 - b. \$500.00 toward the purchase of one reference item, i.e., a journal subscription, book, software
 - c. One-year membership in a professional organization of choice, not to exceed \$500.00
3. In order to obtain a slate of nominees, students and faculty members will be invited to submit written nominations for the Distinguished Educator Award by the end of the Spring Semester. All full-time pharmacy faculty members are eligible for nomination and faculty members are encouraged to nominate themselves. The nominating statement should be at least one page in length and should include a thoughtful analysis of why the nominee is worthy of this award and how the nominee is unique as an educator. The nominees should submit a teaching portfolio, by July 31, of activities and accomplishments for the previous year. This portfolio must include:
 - a. A Statement of the Nominee's Teaching Philosophy
 - b. Student and Peer Evaluations
 - c. Courses Taught
 - d. Innovative Educational Activities - Such activities should include but are not limited to:
 1. Special Projects
 2. New Courses
 3. New Instructional Techniques
 4. New Assessment Techniques
 5. Publications Related to Education
 6. Teaching Activities in Outside Organizations

A committee of students, faculty, and alumni should review the nominating statements and teaching portfolios. This committee will consist of the class presidents, one representative, appointed by the Dean, from each academic department, and a recent alumnus. The dean will appoint the Chairperson of this committee from the faculty representatives. Selection of the recipient will be made by majority vote of the committee by October 31 of each academic year.

Approved by Faculty 3-12-97.

Award for Excellence in Research

1. Nominations for the Award for Excellence in Research will be requested on an annual basis.
2. The award will consist of a plaque presented at the graduation ceremony and one of the following

options at the awardees discretion:

- a. A trip to a scientific meeting of a professional organization in the area of awardee's research.
 - b. One-year membership in a professional organization of choice.
3. In order to obtain a slate of nominees, faculty members will be invited to submit written nominations for the Award for Excellence in Research by the end of the summer semester. Nominations should only be submitted after consultation with the nominee. All full-time faculty members are eligible for nomination and faculty members are encouraged to nominate themselves. Having won the award before does not preclude future nominations. The nominating statement should be at least one page in length and should include a thoughtful analysis of why the nominee is unique as a researcher. The nominee should submit a research portfolio, by end of fall semester, of activities and accomplishments for the previous year. This portfolio must include:
- a. A complete curriculum vitae
 - b. A list of refereed and other research publications for previous year.
 - c. A list of research grants or contracts awarded in previous year.
 - d. Other relevant activities in previous year which should include but are not limited to:
 1. Honors received and invited lectures given.
 2. Research presentations and peer review activities
 3. Professional organizations – memberships and offices held

A committee of faculty appointed by the Dean will review the nominating statements and research portfolios. Selection of the recipient will be made by a majority vote of the committee by the end of spring semester of each academic year. The committee may not give the award in any given year if none of the candidates is deemed exceptional.

Approved by Executive Committee and Faculty Advisory Council, 11/01

Research Proposal Approval

All proposed research projects must be approved using the designated Research Proposal Transmittal Form available at the Mercer.edu web site.

Research Officer 10-21-96.

Mentoring Program

Purpose

The purpose of this document is to provide guidelines to assist faculty in the mentoring process for new faculty.

Mission Statement

To provide a structured relationship between a faculty member with experience (mentor) and a new faculty member (mentee) that desires to gain that experience. The Mentoring Program is part of the overall faculty development program. As such it focuses on development in the areas of teaching, research, and service.

Goals

1. To provide an effective program that will assist new faculty with learning their academic

responsibilities.

2. To provide an effective program that will assist current faculty with gaining additional expertise in a specific area.
3. To provide the necessary understanding of the academic process for promotion and tenure for those faculty in tenure track.
4. To provide the necessary understanding of the academic process for promotion for those faculty in non-tenure track.
5. To provide the mentee with regular feedback regarding his/her development.
6. To assist the mentee with career development.
7. To assist the mentee with balancing his/her academic responsibilities.

Desired Outcomes

1. Development and improvement of expertise in the areas of teaching, research, and service.
2. Stimulation of professional growth and development to strengthen candidacy for promotion and tenure.
3. Enhancement of ability to secure funding for grants and contracts to conduct research.
4. Improvement of ability to assume an active role as member or chair of committees of the university, school, and department.
5. Achievement of proper and appropriate balance of academic and practice responsibilities.
6. Ability to effectively serve as a mentor.

Responsibilities

Administration

The Dean and Department Chair should provide the environment and resources for effective mentoring to occur. This includes time allocations that allow for proper faculty development and start up resources for research. Additional time and resources in the form of additional training may also be required. The mentor should receive credit for his/her time in the annual MBO as part of service requirements.

Mentor

The mentor must have an interest and desire to mentor. Mentors must be willing to make a time commitment to the mentee. Serving as a mentor is voluntary.

Mentee

The mentee must be willing to spend the necessary time to develop as a faculty member. This program is mandatory for new faculty.

Criteria for Selection as a Mentor

1. Experienced faculty members will be selected by the Department Chair to mentor new faculty. The mentor must have demonstrated an ability to be an effective teacher and researcher. The mentor must also have demonstrated a commitment to service.
2. The mentor must be willing to meet with the mentee at regularly scheduled intervals and provide feedback regarding the mentee's progress.
3. The mentor must be willing to serve for one academic year.
4. Department Chairs and Vice Chairs should not serve as mentors to faculty in their departments. These administrators have overall responsibility for faculty development within their department.
5. The mentor must be willing to develop a written plan of development for the mentee with measurable and obtainable endpoints. This should be done in consultation with the mentee's Department Chair and the mentee.

Mentoring Process

1. All new faculty will be assigned a mentor upon appointment by their Department Chair.
2. Following completion of the first year, a faculty member may select a mentor from a list of available mentors that match his/her interests in teaching, research, and service.

Orientation of the Mentee

1. The faculty member is oriented according to the orientation policy outlined in the Faculty By-Laws, Operating Guidelines and Procedures.
2. The mentee, in consultation with the mentor, will develop a plan for the mentee (based upon the mentee's MBO's.)
3. A schedule of meetings between the mentor and mentee will be part of the written plan. Constructive feedback will be given to the mentee and the Department Chair.
4. Measurable and obtainable endpoints will be part of the written plan.

Mentoring

1. The mentor may assist the faculty member with preparation of lecture material including handouts, objectives, slides, and test questions.
2. The mentor may orient the faculty member to the classroom and if requested attend the mentee's first lecture. The mentor will also discuss teaching strategies and problem-based learning.
3. Pharmacy Practice mentors may invite the mentee to their clinical site to observe student-faculty interactions. Evaluation of student performance will also be discussed.
4. The mentor may assist the mentee with identifying grant sources for research, review ideas for research, review proposals, review the written results of research, discuss and assist with poster/platform presentation of research, and assist with review for publication of research.
5. The mentor will may discuss and assist the mentee with understanding their service responsibilities to the University, School, Department and the profession.

6. If the mentor-mentee relationship proves to be unsatisfactory, the mentor or mentee may alert the Department Chair and request a new mentor.

Mentoring is not limited only to the above items.

Evaluation of the Mentoring Program

1. The Department Chair should make an annual assessment of the mentoring program through the MBO.
2. The outcome of the mentoring process should be discussed and a final written report by the mentor will be presented to the mentee and Department Chair (The mentee will also provide a written report to the Department Chair and his/her mentor). An assessment of strengths and areas of improvement should be part of this report (both of these reports).

Revised March 29, 2000.

Providing Experiential Training for Students from Other Pharmacy Schools.

Background

As more and more schools of pharmacy convert to an all PharmD student body, more and more advanced practice sites and preceptors will be needed. Therefore, there will be increasing pressure from other schools to try to use sites in Atlanta. The growing number of non-traditional PharmD programs will further exacerbate this problem. It is therefore very important that we have a policy on taking students from other pharmacy programs.

Policy

The decision to provide experiential training to students from other pharmacy schools will be determined as a result of collaboration between the chairpersons of the departments of pharmacy practice at Mercer and other schools of pharmacy.

Explanation

There are many factors to consider when making a decision to allow Mercer faculty members to precept students from other schools. First and foremost is that it should be an advantage to Mercer. Some confounding factors are: tuition transfer, length of rotations, faculty workload, etc. We also need to be consistent.

Approved Executive Committee 1/13/99.

Interview Procedure for Faculty

1. Itinerary

Day 1 - Dinner with Search Committee

It is recommended that the candidate have dinner with members of the search committee on day one of the interview. This would allow candidate and the committee to become comfortable with each other in a non-threatening, social atmosphere.

Day 2 - Interviews

Following breakfast with the chair of the search committee, it is recommended that formal interviews of approximately 30 minutes to one hour be scheduled with at least the following. Others may be added if necessary.

Dean
Senior Associate Dean for Administration
Associate Dean for Academic Affairs
Associate Dean for Student Affairs and Admissions
Department Chairs (separately)
Graduate Students (Department of Pharmaceutical Sciences)
Search Committee
Faculty of Candidates Department (collectively)

2. Seminar Topic

It is recommended that the prospective faculty member provide a seminar on his/her research endeavors. While the candidate's personal and professional philosophies on teaching are important, the committee feels this is something that may be learned from the candidate in interviews with individual faculty, department members, and/or the search committee.

3. Seminar Invitees

The committee recommends that the following be invited to the seminar provided by the candidate:

All faculty
Graduate students
Residents
Fellows
Undergraduate students

With regard to the latter, it is recommended that the undergraduate student body be invited through announcements and other appropriate media. Students should sign up prior to the seminar so that the appropriate size room can be scheduled. Sign up would also be necessary if lunch is to be served.

Approved Executive Committee April 1999.

III. ACADEMIC POLICIES AND PROCEDURES

Student Advising Program

The Student Advising Program is under the direction of the Associate Dean for Student Affairs and Admissions. This program provides information for successful matriculation and professional development of our students and key faculty members are utilized as resource personnel.

Students who are identified with special needs such as: low grade point average (current or cumulative), failing

grades, or student requests are required to participate in a formal academic advising program. This program requires a coordinated effort between the following:

- A. Associate Dean for Student Affairs and Admissions - The responsibilities of this office are to:
 - 1. Provide faculty-training programs
 - 2. Assign students to individual faculty advisors
 - 3. Monitor the advising process

- B. Volunteer Faculty Members - The responsibilities of faculty advisors are to:
 - 1. Participate in training programs provided by the Associate Dean for Student Affairs and Admissions
 - 2. Approve student registration forms
 - 3. Advise and/or refer students as appropriate
 - 4. Meet with advisees at least twice per semester
 - 5. Monitor student academic progress and assist the student in seeking appropriate help
 - 6. Provide status reports on each advisee to the Associate Dean for Student Affairs and Admissions at the end of each semester.

- C. Student Advisees - It is the student's responsibility to be aware of all department, School, and University degree requirements as published in the academic catalog, and to insure that such requirements have been met or that appropriate waivers have been secured and filed in the Office of the Registrar. The specific responsibilities of the advisees under this program are to:
 - 1. Obtain registration approval from their faculty advisor
 - 2. Meet with advisor at least twice per semester.

Once the needs have been met to the satisfaction of the student, faculty advisor, and Associate Dean for Student Affairs and Admissions, participation in this advising program will no longer be required.

Approved by Faculty 3-12-97.

Calendar and Class Schedule

The calendar for the School of Pharmacy is developed by the Registrar and is based upon the dates for graduation as designated by the President of the University. Included in the calendar are deadline dates for course changes and withdrawals, dates for final examinations, Christmas and spring recesses, and Commencement dates. The calendar is set for the entire year, fall through summer semesters, and is published annually in the School of Pharmacy catalog. Copies of the calendar are distributed to the faculty prior to its publication.

The Associate Dean for Student Affairs and Admissions arranges the class schedule each semester after consultation with the Academic Department Heads. A preliminary schedule is distributed to the faculty so that any possible conflicts can be identified and resolved by the Associate Dean for Student Affairs and Admissions prior to the preparation of the final schedule. Fourth professional year advanced practice experiences are scheduled for the entire day.

Class Attendance

Attendance at the School is a privilege and not a right. The following policy is effective as of August 1995:

Each professor is charged with the responsibility of establishing an absentee policy for his/her course subject to the approval of the Department Chair. This policy must be a part of the course syllabus distributed to students. In those cases in which the professor does not wish to establish an absentee policy, absenteeism

cannot be considered in determining the grade for the course.

Student Attendance/ Participation Organization Meetings

The School acknowledges that viable pharmacy organizations are essential to the well being of the profession and contribute to the maintenance of high professional standards, thereby assuring that pharmacists provide their patients with state-of-the-art health care.

As a result, the School will encourage its students to become actively involved in professional organizations and will provide them with the opportunity to do so.

The School also recognizes that the primary responsibility of students is to achieve academic excellence and that any activity which hinders their pursuit of academic excellence is not in the best interest of the students or profession.

Students must obtain, in writing at least one month prior to the meeting, approval from the professors and department Chairs, to be excused from classes/examinations. In such cases students will be required to meet the requirements of the professor(s) whose examination(s) was (were) missed to satisfy the requirements for the course(s) involved.

Approved September 1991

Examinations and Grading

In those courses in which examinations are the principal determinant of a student's semester grade, that grade may not be based on less than two examinations. This regulation must be considered by the Instructor in making decisions regarding his or her policy on make-up examinations for students who miss regularly scheduled examinations. Otherwise, make-up examinations are administered at the discretion and convenience of the instructor. Examinations may be scheduled by the Instructor at any time during the semester. Faculty are encouraged to use the exam periods built into the class schedule that is prepared by the Associate Dean for Student Affairs and Admissions.

The following grading system is employed throughout the School:

- A - Excellent
- B+ - Very Good
- B - Good
- C+ - Above Average
- C - Average
- D - Poor
- F - Failure
- IC - Incomplete
- W - Withdrawal
- S - Satisfactory
- U - Unsatisfactory
- AU - Audit
- Z - No Grade (temporary)
- P - Pass

Honor points are allowed on the basis of the earned grade in each course. The following scale is used.

- A - 4 honor points per hour
- B+ - 3.5 honor points per hour
- B - 3 honor points per hour
- C+ - 2.5 honor points per hour
- C - 2 honor points per hour

- D - 1 honor point per hour
- F - 0 honor points per hour

Each Instructor may designate the numerical grade that he or she requires for the awarding of each letter grade. An Instructor may elect to forego awarding the grade of "D". All information regarding the grading practices of the instructor, as his or her policies on make-up examinations should be furnished to the students, in writing on the class syllabus, at the beginning of each course.

Make-Up Examination Policy

It is the responsibility of the coordinator of each class to describe in the syllabus the course policy for making up examinations that are canceled due to inclement weather or some emergency.

Approved March 1997.

Course Instructional Evaluation

Student evaluation of faculty at Mercer University Southern School of Pharmacy currently serve two purposes:

1. Opportunity for faculty and course improvement through student feedback
2. As an aid in arriving at personnel promotion decisions

In order to increase the objectivity of personnel promotion decisions, those persons using the data generated to recommend promotion or raises receive only tabulated results, not the original evaluation forms and comments written by the students. Computerized evaluation forms are utilized so that data can be analyzed by computer and a mean response obtained. For example, if the students are given: The objectives of this course are clearly stated – 1,2,3,4,5, the Department Chairman receives only the following:

Statement 1 - The objectives of this course are clearly stated. Mean = 3.65 = 83 SD = 1.23 (where n is the number of students responding to Statement 1 and SD is one standard deviation of the data).

After the forms are fed through the computer to generate the data needed by the Department Chair and Dean, the original forms, in addition to the tabulated results, are given to the individual faculty member.

The written comments of the students, which are placed on a second page of the evaluation form, are given to the individual faculty member after the Dean and Department Chairpersons have studied the evaluations.

An officer of the student class conducts the evaluation procedure. He or she places the completed forms into an envelope and seals it for transport. The student officer will not observe the responses of his/her classmates prior to sealing the envelope.

Using the above approach, the two goals of faculty evaluation at the School of Pharmacy are met. The Department Chairperson and Dean have objective numeric data to support the written comments that are used to help make decisions concerning the faculty. The individual instructors have the same data plus the written comments of the students.

Honor Code

The Southern School of Pharmacy operates under an Honor Code that is intended to serve as a guideline for ethical behavior. Students and faculty alike are bound by this Code and are expected to uphold the articles of the Code. Faculty members are urged to report all violations of the Code to the Honor Council, which is composed of twelve students representing each of the professional year classes. The Council, observing

strict confidentiality, decides on the guilt or innocence of an accused individual and suggests an appropriate punishment for each infraction. The faculty member in whose class an infraction occurs will be consulted if the punishment includes lowering of a grade or failure in a course.

The Articles of the Constitution of the Honor Council are published in the Student Handbook. Faculty members are advised to become familiar with Honor Council procedures, either by reading the Articles or by consulting with the faculty advisor.

Note-taking Services

Anyone desiring to establish a note-taking service for classes offered at the Southern School of Pharmacy must obtain the written permission of the instructor of each course for which notes will be taken. The faculty assume no responsibility for the accuracy of notes distributed through such a service. The faculty reserve the right to withdraw permission for operation of the service at any time. Violators of this policy can be subject to legal action.

Approved March 1991

Audio Taping of Required Courses

All required courses offered at the Southern School of Pharmacy are audio taped. These audiotapes are made available for student review. The purpose of these audiotapes is to aid students in the learning process.

Policy Approved March 1991

Academic Appeal Procedure

A student has the right to file an appeal if there is disagreement with the final grade, which has been awarded in a course. Concerns may relate, but are not limited to: failure to abide by stated requirements described in the course syllabus, a disputed test question, and discrimination based on age, sex, religion, race, marital status, national origin, or disability. The procedure for bringing an academic appeal is as follows:

1. A formal appeal must be initiated within 30 days following the published date that grades are due at the end of an academic term. The appeal should be completed within 60 days following initiation of the process.
2. The student must initiate the process by presenting the appeal in writing to the faculty member in charge of the course. The faculty member will render a decision in writing.
3. If the faculty member does not resolve the appeal, the student may present it in writing to the appropriate department chairperson. The department chairperson will render a decision in writing.
4. If the department chairperson does not resolve the appeal, the student may present it in writing to the chairperson of the Academic Performance and Standards Committee. The committee will render its decision in writing.
5. If the Academic Performance and Standards Committee do not resolve the appeal, further appeal rights are limited. The student may present the appeal in writing to the Associate Dean for Academic Affairs. This must be done within 10 days of the committee's decision. The appeal must specify the grounds, as well as supporting facts and arguments. Disagreement with the substance of the committee's decision shall not be an appropriate ground for appeal at this level. In reviewing the appeal, the Associate Dean for Academic Affairs will limit review to alleged failure to adhere to procedures, rules and regulations governing the appeal process or new information that was unavailable to the Academic Performance and Standards Committee at the time of its determination. The Associate Dean for Academic Affairs will render a final decision in writing.

Revised and Approved Executive Committee May 5, 1999.

Noon Hour Policy

The noon hour is reserved for student organizational meetings. No other academic activities shall occur at this time.

Organization Advisor Role

The role of an organization advisor is just that -- to advise the leadership and student members, particularly as it relates to policy matters. There is no expectation that advisors are to serve as a chaperon at organizational events. Although not absolutely necessary, you are certainly encouraged to support your organization by participating in their activities - but only as your time permits.

University Legal Council March 1997.

IV. CAMPUS SERVICES

Room Scheduling

Classroom assignments for all courses are made by the Registrar's Office and distributed prior to the beginning of each semester along with the class schedules. Classes should be held only in those rooms assigned. The Associate Dean for Student Affairs and Admissions should be consulted if it is necessary to change the location of a class.

Campus Health Care Services

Employees may utilize Campus Health Care Services if they become sick or if they are injured on campus. Additional services may be offered and a fee may be charged.

Campus Facilities

1. Swilley Library

Book and Journal Selection

The Associate Director of the Swilley Library coordinates the book and journal policies for the faculties. It is the responsibility of each faculty member to notify the Library of materials needed for students, class preparation, and research needs. Funds will be allocated in this order of priority. While the Library staff is responsible for maintaining a balanced collection, faculty requests are the most important factor in purchase decisions.

Circulation

Faculty may check out circulating books for 3 months. A book can be renewed one time by telephone for an additional 3 months. Faculty are not subject to overdue fines, but are subject to replacement cost for lost books and damages. Faculty must surrender a book that is recalled by someone else after 3 weeks use.

On terminating employment with the University, the faculty member must return all materials and/or pay all replacement charges for lost materials before the Library will send a clearance to the Business Office.

Reserves

Faculty are invited to place materials on reserve. Requests should be addressed to the Head of Circulation.

The faculty member can specify 1 week, 3 day, overnight, or 2-hour library only circulation. All materials will be taken off reserve at the end of each semester unless other arrangements are made. Reserve information appears in the Bearcat under both course name and faculty name. Copyright law is enforced when the faculty member places photocopies on reserve.

Faculty Library Carrels

Faculty may reserve enclosed carrels for research activities within the library. Application forms are available from the Head of Public Services.

All other policies appear in the official Swilley Library Users Handbook and Swilley Library Policy and Procedure Manual.

2. Sheffield Gym

Athletic facilities, including a swimming pool, basketball court, and a fully equipped gymnasium are located in the Sheffield Building. All faculty members have access to these and other facilities in the building as long as they present a valid identification card at the time of use.

Parking

On-campus parking is provided free of charge for all faculty members. Parking decals are issued annually and must be affixed to all vehicles. Penalties are assessed for parking in unauthorized spaces.

Inclement Weather Policy

In the event of inclement weather, the Associate Dean for Student Affairs and Admissions is authorized to cancel classes for all or a portion of a day. Announcements regarding school closing are broadcast by radio. Faculty members may also obtain information by calling the Associate Dean for Student Affairs and Admissions.

Campus Security

Mercer University maintains a full-time campus police department located in the basement of Building D. Mercer Police should be advised of all incidents involving breach of security. They should also be contacted in cases of accident, injury, or other related emergencies.

Emergency Procedures

The following steps should be followed when an accident, injury, or other related emergency occurs.

1. Notify the MERCER POLICE OFFICE immediately by picking up a red phone nearest you or by dialing 6911 from ANY telephone nearest you. Give the location of the injured person and briefly describe the apparent injury. The MERCER POLICE OFFICE will then 1) place the call and then 2) dispatch an officer to the scene and direct a bystander to guide any emergency vehicles to the scene on campus. No employee should assume the responsibility of transporting an injured or ill person.

If there is difficulty in reaching the MERCER POLICE by telephone send another person to the MERCER POLICE DEPARTMENT. Assist the MERCER POLICE in filling out an injury report after the injured or ill person has been treated.

2. Any attempt to render first aid or other treatment by an untrained party should be limited to only those steps necessary to sustain life and make the injured person as comfortable as possible (e.g. a person

who has swallowed his tongue must have the respiratory obstruction cleared immediately to sustain life but a person suspected of head injuries should not be moved but only made as comfortable as possible until trained medical assistance arrives).

3. Remain with the injured party at all times until professional medical aid arrives. A police officer trained in first aid will be on hand as soon as possible to maintain order and render whatever assistance possible.
4. After the injured person has been removed or treated by trained medical personnel, give the police officer on the scene as accurate a description as possible of the apparent cause of the accident and the nature of the injury.

By expediting professional medical treatment through a standard emergency procedure the victim of a serious injury or illness stands a much greater chance of survival and avoidance of serious after-effects.

EMERGENCY TELEPHONE NUMBERS:

Ambulance/DeKalb County Fire/DeKalb County Police 911
Campus Health Care Services. . 6130
Poison Control Center 404-589-4400