

THE FACULTY CODE OF THE UNC ESHELMAN SCHOOL OF PHARMACY THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

I. PREAMBLE

Mutual trust, respect, and understanding among all faculty, including those with administrative responsibilities, are critical. This Code serves as guidance for all faculty to promote a collaborative working and learning environment at the UNC Eshelman School of Pharmacy. This Code is consistent with those of the staff and learners of all levels and is intended to be dynamic. It is the intent of the Code to operationalize the University's philosophy of shared governance by providing guidelines for decision-making and to promote efficient and effective conduct of the business of the UNC Eshelman School of Pharmacy (hereinafter referred to as the School).

The policies and procedures established herein are consistent with and are subordinate to the provisions of the following philosophies, Codes, and regulations of the University of North Carolina:

[*The Faculty Code of University Government*](#)

[*Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill*](#)

[*The Code of the Board of Governors of the University of North Carolina*](#)

II. VISION AND MISSION

The [vision and mission](#) of the School should be addressed through an organizational structure and associated infrastructure that assures all parties contribute in an optimum and efficient manner to achieving excellence in teaching, research and service.

Vision: To be the preeminent school of pharmacy, transforming human health through innovations in education, practice, and research.

Mission: To develop leaders in pharmacy education, pharmacy practice, and pharmaceutical sciences who make a difference for human health worldwide.

III. STRATEGIC PLAN

The [Strategic Plan](#) articulates the School's highest aspirational goals in realizing our vision to be the preeminent school of pharmacy, transforming human health through innovations in education, practice, and research.

The School's *Strategic Plan* is an important document, and implementation and successful execution requires significant effort and engagement on the part of the entire faculty. The Dean's Executive Committee is responsible for the execution of the plan, ongoing assessment and monitoring of plan progress, and setting new strategic directions, when necessary, to ensure that the School is embracing opportunities. All faculty are responsible for carrying out the objectives of the *Strategic Plan*, which may be amended or updated. The Office of Strategic Planning and Assessment facilitates the [monitoring and reporting of plan progress](#).

IV. ORGANIZATIONAL STRUCTURE

Attainment of the goals and objectives of the School is facilitated by an [organizational structure](#) that assures all parties contribute optimally to achieving excellence and that work on behalf of the School is performed in an efficient and effective manner. The School is organized by responsibilities in the areas of teaching, research, service, administration and other functions that may be assumed or assigned by the University, and consists of faculty, students, and staff, as described in the appropriate sections of this document.

Dean. Appointment or reappointment to the Office of Dean is made by the Chancellor, in accordance with University policies. The term of office for appointment or reappointment will normally be five years. The Dean holds an academic appointment, normally at the rank of professor, in an appropriate division of the School based upon experience and accomplishments. The Dean is expected to understand and support the rights and responsibilities of faculty, and to maintain open and effective communications with faculty. In addition to those duties established by the University ([Faculty Code, Article 6.1](#)), the responsibilities of the Dean include the following:

1. Serves as chief administrative officer of the School, and as such directs all matters that affect the School's programs.
2. Speaks for the School at the University, state, and national level, and to the general public.
3. Serves as chair of the School faculty.
4. Serves as an ex officio member of School committees.
5. Directs the work of the School and its efficient conduct and management.
6. Ensures appropriate management of the School's human, physical, and fiscal resources.
7. Oversees the curricula of the School, the quality of instruction therein, assignment of duties to personnel, and quality of services provided by the faculty of the School.
8. Reviews faculty performance evaluations submitted by the division chairs.
9. Recommends salaries, salary changes, appointments, reappointments, promotions, the granting of tenure, and post-tenure actions.
10. Submits the annual budget requests for the School and administers the budget when approved.
11. Serves as the School's primary interface with pharmacy practitioners in the state.

Board of Visitors. Appointed by the Dean, the Board of Visitors reviews the progress the School has made over the previous year, meets and learns about new faculty, and advises the Dean on strategies for addressing opportunities and challenges facing the School with specific relevance to the School's *Strategic Plan*. Members are drawn from and represent the interests of practice, education, and research from the perspective of community and health-system pharmacists, academic and industrial pharmaceutical researchers, and regional and national life-science entrepreneurs.

The following administrative positions of the School all serve at the discretion of the Dean. [Complete position descriptions](#) are available on the School's website.

Executive Committee. Provides advice and consultation to the Dean regarding school policy and strategy and serves as a primary conduit of information exchange between the Dean's office and the various units of the School. Committee members serve at the discretion of the Dean and generally consist of the vice dean, executive associate and associate deans, and division chairs.

Vice Dean. Serves as chief academic and strategic officer of the School and substitutes for the Dean as required.

Executive associate and associate deans are administrative officers of the School who report directly to the Dean or Vice Dean. Appointments to these positions are made by the Dean upon receiving the advice of the faculty and other stakeholders, and the approval of the Provost. The term of office for appointment, or reappointment after an administrative review, will normally be five years; however, all of these officers are ‘at will’ and serve at the discretion of the Dean. The Dean distributes descriptions for these positions to the faculty and communicates modifications in responsibilities.

Executive Associate Dean for Professional Education. Provides leadership for the Office of Professional Education, including student affairs, curriculum, and the experiential education program.

Executive Associate Dean for Pharmacy Clinical Practice. Serves as director of pharmacy at UNC Health Care and oversees pharmacy residency programs at UNC Health Care.

Executive Associate Dean for Administration and Chief Financial Officer. Provides fiscal management for the School and oversees the School’s cooperative business cluster operations and staff.

Associate Dean for Research and Graduate Education. Serves as the chief research officer in the School and provides vision and leadership for the Research and Graduate Programs.

Associate Dean for Advancement. Plans, organizes, and directs fund-raising efforts per the School’s development plan.

Associate Dean for Facilities Planning & Resource Analysis. Responsible for all matters relating to facilities, space and resource utilization, and planning for all School-initiated renovation and remodeling projects.

Regional Associate Dean, Asheville. Serves as the primary School contact and Chief Administrator for the Asheville Program.

Regional Associate Dean of Clinical Affairs. Serves as director of pharmacy at Mission Health System and oversees residency programs at Mission Health System.

Associate Dean for Entrepreneurial Development and Global Engagement. Facilitates the expansion of the research enterprise, educational outreach, and health-care impact of the School nationally and internationally.

Associate Dean for Public-Private Partnerships. Provides the vision and leadership to coalesce faculty across many different disciplines to form transformative teams to fully capitalize on the School’s defined areas of excellence and develops major Public-Private Partnerships that advance strategic initiatives of the School.

Assistant Deans are administrative officers of the School who typically report directly to an executive associate or associate dean. Appointments to these positions are made by the Dean upon receiving the advice of the faculty and other stakeholders and the approval of the Provost. The term of office for appointment, or reappointment after an administrative review, will normally be five years; however, all officers are ‘at will’ and serve at the discretion of the Dean. The Dean distributes descriptions for these positions to the faculty and communicates modifications in responsibilities through similar mechanisms.

Assistant Dean and Director of Graduate Studies. Defines the vision, leadership, sustainability and advancement of the Graduate Program in Pharmaceutical Sciences.

Assistant Dean for Professional Education. Provides leadership and oversight for the PharmD recruitment and admission process, working closely with the Admissions Coordinator and the Director of Student Affairs.

Assistant Dean for Pharmacy Practice Partnerships. Provides overall leadership for the Office of Experiential Education and acts as a liaison between the School and Area Health Education Center (AHEC) or regional faculty.

Regional Assistant Dean of Clinical Affairs. Serves as the primary liaison between the School and Mission Health System.

Assistant Dean for Innovative Leadership and Diversity. Serves as a consultant and catalyst in leveraging diversity for innovation, provides strategic leadership and collaborates with a broad range of constituents and key stakeholders, to advance the School's diversity and inclusion mission.

Divisions

The School is organized into the following five academic divisions, each led by a division chair:

- [Division of Chemical Biology and Medicinal Chemistry \(CBMC\)](#)
- [Division of Molecular Pharmaceutics \(MOPH\)](#)
- [Division of Pharmaceutical Outcomes and Policy \(DPOP\)](#)
- [Division of Pharmacotherapy and Experimental Therapeutics \(DPET\)](#)
- [Division of Practice Advancement and Clinical Education \(PACE\)](#)

Division Chairs

As a non-departmentalized academic unit, the School relies upon divisions to administer the majority of faculty and staff activities. A chair administers each division supported by one or more vice chairs. Appointment or reappointment to the office of division chair is made by the Dean upon receiving the advice of division faculty and other stakeholders. The term of office for appointment, or reappointment after an administrative review, will normally be five years; however, all chairs are 'at will' and serve at the discretion of the Dean. The duties of each division chair include the following:

1. Serves as chief administrative officer for the division, and as such represents the division's strategic resource needs to the Office of the Dean and manages the division's allocated resources.
2. Manages budget and accounts supporting the functions of the division including management of the divisional graduate program business plan.
3. Appoints and directs one or more vice-chairs who are charged with managing specific functions within the division.
4. Represents the division within the School and with external constituencies and partners.
5. Initiates and directs plans for recruitment and retention of faculty, as well as appointments, reappointments, promotion, tenure, and post-tenure actions in compliance with University requirements.
6. Manages all divisional personnel activities, including staff evaluations, ensuring consistency in enforcement of policies, and adequate documentation.
7. Serves as chief academic officer for the division, and as such oversees the division's contributions to the professional and graduate educational programs.

8. Leads the continuing assessment of the graduate training (didactic and research) needs for the division and the development of new training initiatives and curriculum.
9. Mentors faculty who serve as Dissertation Advisors and serves as a mentor for junior faculty.
10. Develops and fosters relationships with external constituents and partners.

Centers

Centers are a designed, approved unit with a specific research focus. Centers may be housed in a specific division or may have faculty from multiple divisions or schools. The School has the following centers, each led by a director:

- [Center for Integrative Chemical Biology and Drug Discovery \(CICBDD\)](#)
- [Center for Nanotechnology in Drug Delivery \(CNDD\)](#)
- [Center for Pharmacogenomics and Individualized Therapy \(CPTT\)](#)

New Centers may be formed, or existing Centers modified or ended, at the discretion of the Dean with consultation from the Dean's Executive Committee.

Center Directors

Directors of both administrative and research centers of the School are appointed by and are responsible for managing the day-to-day operations of the various infrastructure units of the School and report to an officer as directed by the Dean in accordance with the School's operational needs.

V. FACULTY

The School represents the primary administrative appointment for its faculty. Each faculty holds an appointment in one of the five academic divisions of the School. The faculty of the School consists of all persons holding tenure-track, clinical, research, or adjunct appointments at the rank of professor, associate professor, assistant professor, instructor, or lecturer. Faculty also include those in a University phased-retirement program or who are no longer performing compensated services for the University but may continue to use the professorial titles and distinctions that they held immediately prior to retirement with the courtesy designation "emeritus" or "emerita" appended. The designation of emeritus/emerita status is conferred by the Provost, only after the initiation of the Dean upon retirement of the faculty member. All faculty appointments are provided by the School, and are subject to the standard approval processes of the University.

Faculty Working Title

Faculty can be assigned a "[working title](#)" to more specifically reflect the duties of the employee beyond what the standard rank or rank modifiers provide. Faculty working titles generally are established at the discretion of the School, subject to approval by the University.

Faculty Responsibilities

The professional responsibilities of faculty members at universities typically are evaluated according to the broad categories of teaching, scholarship, and service. The relative effort given to these responsibilities varies among the faculty in an individual division as set by School leadership.

The responsibilities of the faculty will include a combination of the following:

1. Teaching: The practice of instructing, advising, and mentoring learners of the School, as well as intellectual pursuits that advances the educational process in the pharmacy/pharmaceutical sciences arena.

2. Research (Scholarship of Discovery, Education, Application, and Engagement): Activities that lead to the creation and dissemination of new knowledge, and subsequently the publishing and presentation of this knowledge that will influence other investigators in the field of expertise. It is expected that all faculty in the School will pursue scholarly activities in some form.
3. Service: Working effectively in a communal environment, including but not limited to North Carolina, the University, and the School, with this work contributing and benefiting the community at large.
4. Patient Care: Bringing contemporary knowledge or enhanced understanding to bear on problems of consequence to patients, health care systems, or society; highlighting the iterative relationship between basic research and practical utility.
5. Administration: Providing administrative efforts and leadership that contributes to the life of the School. It is important to note that administrative activities fall outside of the usual scope of faculty endeavors, and even significant activities of the highest quality cannot serve as the primary basis for promotion and tenure, as those are decisions that are based primarily on the candidate's scholarly activities.

Appointment, Reappointment, Promotion, Tenure, and Termination

The policies and practices which affect these aspects of the relationship between the University and each faculty member of the School are in accordance with the superior Codes expressed in the Preamble to this document, and in the School's [*Policies Governing Appointments, Reappointments, Promotions and Non-Reappointments for EPA Personnel*](#). This document outlines the conditions that apply to proposals for, or questions about, appointments, reappointments, promotions, and tenure of faculty. The Dean must consult with the faculty and the Full Professors Committee at the least about proposed new appointments; however, the Dean will be guided but not bound by recommendations from those consulted. It is required that the Dean submit recommendations about such proposals or questions to the Provost after having consulted with the assembled full professors.

Full Professors Committee

The Full Professors Committee is a committee in the School that is required by the University to advise the Dean on all matters relating to appointment, reappointment, promotion and tenure. This committee is comprised of both tenured faculty and fixed-term clinical faculty with the title of Professor or Clinical Professor in the School. These Full Professors must be UNC employees and have at least 50% of their UNC salary being the responsibility of the School. All Professors meeting these criteria will be able to attend and fully participate in any standing or ad hoc meeting of the Full Professors Committee, openly discuss, and vote on all matters relating to the appointment, reappointment, promotion, tenure, and five-year post-tenure review of faculty.

Due to the importance and confidentiality of the Full Professors meetings, meetings will be conducted in person and no faculty member shall participate by telephone or video teleconferencing. Official votes for recommendation to the Dean will be conducted by paper ballot and will have a box to be checked only to identify the voting faculty member as "Tenured" or "Fixed-Term", but not by name. In special circumstances, a confidential e-mail vote may be taken. For actions pertaining to the appointment, reappointment, and promotion of faculty, the required letters to the Provost from both the division chair and the Dean will independently report the separate vote of the tenured Professors and the fixed-term Clinical Professors at the division and the School level, respectively. For actions bestowing tenure, either at the time of initial appointment or promotion, the required letters from the division chair and the Dean will not report the vote of fixed-term Clinical Professors.

Faculty Annual Review

On an annual basis, faculty members will meet with their division chair to discuss accomplishments and challenges from the year prior and set goals and objectives for the future. This is also a time for faculty members to ensure that they are on track for promotion, though the chair's evaluation of the faculty member's progress is not intended to be and should not be considered a prediction of whether the faculty member will attain promotion. All full-time faculty members (tenure track, clinical, research) are required to complete an Annual Faculty Activity Report and Career Planning document. The Office of Strategic Planning and Assessment facilitates the [School's Faculty Activity Reporting process](#), which is part of the School's Annual Faculty Merit and Impact Review Process. Faculty with administrative titles are reviewed by their supervisor and division chair. The Dean reviews division chairs.

Impact and Merit Review

The [Faculty Merit Review and Impact Review Process](#) is utilized to guide School administrators on issues of merit- and impact-based annual salary increases, and faculty retention decisions. The Impact and Merit Review also is used to recognize faculty who have achieved excellence in teaching, research and impact. The Academic Excellence Awards Program and this review process pertain to faculty of the School that are in the tenure track or clinical track, and have a salary contribution by the School of 50% or greater. The discussion and outcomes of all Faculty Merit Review and Impact Review Process and meetings are confidential and will not be disclosed under any circumstances.

Academic Freedom

The academic freedom afforded the faculty of the School is consistent with the rights and privileges for faculty contained in the [Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill](#).

Conflict of Interest and Conflict of Commitment

While the faculty in major research universities often have a great deal of autonomy with respect to their scholarly activities, they are, first and foremost, employees of the university, and as such have a primary responsibility for meeting obligations associated with the University's mission and their individual appointments in a specific academic unit. The [University of North Carolina at Chapel Hill Policy on Individual Conflicts of Interest and Commitment](#) describes the University's approach and process for identifying, reviewing, and managing such relationships to help assure the integrity of University academic and administrative endeavors.

Conflict of Commitment relates to an employee's distribution of effort between University duties and institutional responsibilities and external activities, including but not limited to external professional activities for pay (EPAP). University duties are comprised of primary duties and secondary duties under the [Board of Governors Conflict of Interest Policy](#). Any potential Conflicts of Commitment between primary and secondary duties are subject to review by the Vice Dean. An EPA faculty or EPA non-faculty employee who intends to engage in an EPAP is required to file a "Notice of Intent for an External Professional Activity for Pay" request through the online system at least ten days before engaging in the activity. The Vice Dean is required to consider a request and respond with approval or disapproval of the EPAP request within ten days of the filing. The Vice Dean may consult with the faculty member's chair to ensure that the proposed activities do not interfere with the primary duties or secondary duties of the faculty member. See the [Policy on External Professional Activities of Faculty and Other Professional Staff](#) for additional information.

Governance

Members of the faculty are encouraged to participate in a collegial system of shared governance. The faculty as a body has the power to legislate on academic matters of general interest to the School, subject to approval of the Dean and other appropriate administrators and governing bodies of the

University. Division faculty have the power to legislate on matters of general interest to that division, subject to the approval of the chair or other appropriate administrators and governing bodies of the University.

The School has three representatives (one tenured and two non-tenured), elected by the faculty during University-wide elections, within the primary body of University faculty governance, the Faculty Council. Representatives on the Faculty Council and the standing faculty committees address educational policies, and serve as advisers to the Chancellor and other administrators on academic matters that lie at the heart of the university's mission. The term of office is three years, and members are not eligible for election more than twice in any period of seven years.

The School also has one representative to the Health Sciences Advisory Committee (HSAC), appointed by the Dean, after consultation with the chair of the Full Professors Committee, and the relevant division chair. The Committee is comprised of faculty members from each of the Health Affairs Schools, and is chaired by the Executive Associate Provost. The HSAC advises the Executive Vice Chancellor and Provost on EPA tenure and tenure-track appointments, reappointments and promotions.

Voting Privileges

Voting faculty are those whose primary responsibility (i.e., greater than 50% as measured by salary contribution) is to the School, are in attendance (or have participated, where permitted, via telecommunications) at faculty meetings, and are (a) those with tenure-track appointments, (b) those with clinical or research faculty appointments who are funded by the School through state, grant, or contract dollars, or (c) those who represent each of the AHEC regions, with one representative per region as determined by the pharmacy faculty at each AHEC.

Secretary of the Faculty

The secretary of the faculty will preside over general meetings of the faculty. In this capacity, the secretary of the faculty will establish the agenda for faculty meetings, in consultation with the Dean and/or members of the Executive Committee; will conduct official votes of the faculty as required for specific issues; and will distribute minutes of faculty meetings via an appropriate mechanism. The secretary of the faculty will be elected by the faculty for a term of three years, and will not be eligible for election to more than two consecutive terms. Eligible candidates must be faculty at or above the rank of associate professor with a full-time appointment in the School. Elections will be held every third year, and the person elected will take office on July 1 following the election.

Meetings and Procedures

Faculty meetings will be held approximately at the beginning of each semester and at the end of the academic year. Additional meetings of the faculty will be held, as required, on the call of the Dean or the secretary of the faculty. Adequate notice will be given prior to each faculty meeting. Division meetings will be held at least once each calendar quarter on the call of the division chair. Committee meetings will be held on a regular schedule and/or on special occasions as determined by the committee chair. Additional meetings for any of the above assemblies may be called in response to the written requests of not less than one-third of their respective memberships. A formal announcement of time, place, agenda, materials and resolutions for each meeting will be made, if possible, at least seven days prior to the meeting.

Faculty meetings will be conducted in accordance with Robert's Rules of Order. A quorum is defined as a simple majority of the total eligible voting members as defined above, and is required for official faculty action. For all matters other than appointments, tenure and promotion, which are addressed separately at a meeting of the Full Professors Committee, a majority vote of the voting members present, which may be obtained by voice, show of hands, ballot or technology-based communication

as decided by the presiding officer, will decide a motion. Minutes of all meetings will be maintained and distributed through appropriate mechanisms.

VI. LEARNERS

All learners (professional students, graduate students, postgraduate trainees) are part of our core mission. As such, they are represented on many of the School's standing and ad hoc committees.

Professional Students

Students enrolled in the four-year professional program seek to earn a doctor of pharmacy degree (PharmD). The [professional student handbook](#) outlines the academic guidelines, student government and honor system.

Graduate Students

Students enrolled in the graduate program (MS, PhD) are typically categorized as teaching assistants, research assistants, scholars, or fellows. Self-supporting students and part-time students may also be enrolled in the graduate program. The [Graduate Student Organization \(GSO\)](#) is the graduate program's primary governing student body organization.

Each division has a graduate student handbook (CBMC, [MOPH](#), [DPET](#), DPOP, and PACE) that outlines the division's academic guidelines and expectations.

Postgraduate Trainees

Residents: Graduates of PharmD programs seeking advanced clinical training in general or specialty pharmacy practice participate in [one to two-year residency programs](#). All residents participate in rotations precepted by School faculty and develop and complete practice-related research projects. Residents may receive an adjunct faculty appointment as a part of their teaching responsibilities within the residency program.

Postdoctoral Fellows and Visiting Scholars: Individuals pursuing advanced studies, research, and specialized training (post-doctoral fellows and visiting scholars) in the School are recruited by the sponsoring faculty in consultation with human resources and the business office, and in compliance with the policies and salary guidelines put forward by the Office of Postdoctoral Services and in the [Policy on Unpaid Volunteers, Interns and Visiting Scholars](#). Postdoctoral fellows and visiting scholars report to the sponsoring faculty; however, the associate dean for research and division chair provide administrative oversight.

VII. PROFESSIONAL PROGRAM (PharmD)

The School offers a four-year program leading to the doctor of pharmacy (PharmD) degree. This program is fully accredited by the Accreditation Council for Pharmacy Education and adheres to [established standards](#).

The faculty of the School have shared jurisdiction over all matters concerning admission requirements, curriculum, and graduation requirements. If approved by the faculty, the Dean and Executive Associate Dean for Professional Education implement all such decisions through the Office of Student Affairs.

The School accomplishes its educational mission through a [curriculum](#) that provides a structured sequence of learning experiences that prepare students to enter the general practice of pharmacy.

The School, in partnership with the UNC Kenan-Flagler Business School, offers a [PharmD/Master of Business Administration \(MBA\)](#) dual-degree program. This program offers skills needed for highly competitive management and administrative positions in business and pharmacy.

The School, in partnership with the UNC Gillings School of Global Public Health, offers a [PharmD/Master of Public Health \(MPH\)](#) dual-degree program that prepares students to be health promoters and educators in their roles as pharmacists.

VIII. GRADUATE PROGRAM (MS, PhD)

The Graduate Program in Pharmaceutical Sciences is an umbrella program with concentration areas in each division. The Dean assigns the administrative responsibility for the graduate program to the assistant dean and director of graduate studies, who manages the program in consultation with the associate dean of research, the division chairs responsible for the five concentration areas, and the Graduate Education Committee (GEC). The GEC is responsible for monitoring the implementation of the graduate program, developing processes for periodic review and update of the graduate program curriculum, advancing the objectives of the School's *Strategic Plan* as it relates to the graduate program, preparing a self-study document and plan for external review, coordinating graduate student recruitment, serving as a resource to graduate students and postdoctoral fellows to enrich their education and training, and serving as a liaison with the Graduate School.

The division faculty are responsible for the content and conduct of their respective concentration area of the graduate program. All faculty are responsible for the recruitment and progression of the graduate students, including serving as dissertation advisors, committee chairs and committee members.

IX. STAFF

Administrative staff provide support services to the School to facilitate the instructional, service, and research mission of the organization. Administrative staff are under the supervision of the particular School operational or administrative unit that is being served.

Staff can be classified as [SPA \(Subject to the Personnel Act\)](#) or [EPA \(Exempt from the Personnel Act\) Non-Faculty](#) employees.

X. BUSINESS OPERATIONS

The School's business operations operate under a business cluster model driven by best practices and operational efficiencies. This centralized model built on subject matter expertise consists of three main clusters, two that support assigned divisions and aligned centers, and one that supports the deans' offices and administrative units. Staff members from each of the business function areas are assigned to specific clusters. Assigning a staff member (i.e. accounting tech, human resources consultant) to a given cluster provides clear direction to the faculty and non-cluster staff as to who is responsible for the completion of each action item. All faculty and staff are expected to follow the business cluster workflows when submitting business operation requests. [InfoPorte](#) is a tool that initiates many of the workflows and facilitates the tracking of requests through completion. These [workflows](#) are published on the School's website as well as in Infoporte and are reviewed by the unit directors quarterly and updated accordingly to ensure continued accuracy and consistency across operations.

The Business Services Continuous Quality Improvement Committee consists of one faculty member from each division and the Finance, Administration and Operations Team. This committee evaluates

the business service functions of the School to ensure that best practice models and operational efficiencies are developed, implemented and managed.

XI. COMMITTEES

Committee service is an important part of shared academic governance for the School and University and is an expectation of all faculty. Various standing and ad hoc committees are required to conduct the business of the School and University. Whenever applicable, each committee should have a balanced representation (e.g., members with a science, education, practice, or service perspective) and one or more non-faculty members (students, staff, and/or external constituent) for direct representation of academic, student or professional concerns. Committee assignments are appropriately distributed and made public from the Office of the Dean at the beginning of each fall semester.

XII. EDUCATIONAL RENAISSANCE

Faculty are expected to contribute to the teaching mission of the School, including the continuing development of the Educational Renaissance, a School-wide effort to transform the education and training of our learners, consistent with [Strategic Initiative I](#) in the School's *Strategic Plan*.

[The Academy](#) aims to create and nurture a community of faculty educators dedicated to enriching student learning and advancing pharmacy education. The Academy is framed around three core areas: 1) Developing faculty and clinical preceptors as educators and scholars in education; 2) Facilitating the design, implementation, and evaluation of new approaches to teaching; and 3) Engaging in the design, rigorous evaluation, and dissemination of educational innovations.

The School has an [Instructional Innovation Policy and Participation Agreement](#) that outlines details of a program intended to engage and incentivize faculty to create innovative instructional materials that can: 1) Efficiently deliver foundational content to students outside the classroom setting, and/or 2) Facilitate access to information that can be efficiently and effectively utilized to make decisions that improve patient care and healthcare outcomes.

XIII. AMENDMENTS

Except where required by a governing University policy, any modification of this Code that represents a substantive change in the role of faculty governance within the School will require the following procedure:

1. Each proposed amendment will be specified in writing and presented at a regular faculty meeting or at one specifically called for the purpose. Alternatively, the proposed amendment may be referred to a special committee for review and recommendation.
2. As soon as practical, preferably within thirty days after presentation of the proposed amendment, a faculty meeting will be called solely (or partly) for acting on the recommendation of the committee or on the un-referred proposed amendment.
3. This Code and/or amendments to this Code will become effective immediately upon adoption by a two-thirds majority vote of the faculty membership. The eligible voters in faculty meetings, within the meaning of this Code are identified under Section V, FACULTY.

Adopted 6/7/2006, amended 8/4/2015.