

FACULTY CODE
GOVERNANCE FOR THE COLLEGE OF PHARMACY AND PHARMACEUTICAL SCIENCES
WASHINGTON STATE UNIVERSITY

Adopted by the faculty September 23, 2011; Last revised August 11, 2022

I. INTRODUCTION

The shared governance between faculty and administration relies on a partnership between faculty, who have substantial responsibilities of an administrative nature, and administrators, who often have significant academic responsibilities. For an academic program to function optimally, there must be mutual trust, respect, and understanding between all members. It is the intent of this document to provide a framework for aiding administration, faculty and staff in the operation of the College, enabling all parties to address the College's mission and achieve its shared vision. While this document provides clarity regarding responsibilities and accountabilities in the College, it is not possible to eliminate ambiguity completely; when such ambiguity occurs, the philosophy of shared governance takes precedence.

The policies and procedures established herein are intended to be consistent with the codes and regulations for governance at Washington State University, which of course are of primary importance.

II. VISION AND MISSION

Vision: To be a leader in advancing, promoting, and protecting human health.
(approved May 2013; reaffirmed June 2020)

Mission: To improve health in our community through excellence in collaborative research, scholarship, and clinical education, and to develop outstanding healthcare professionals and scientists. (revised and approved June 2020)

III. STRATEGIC PLAN (approved June 2020; revisions approved June 2022)

<https://pharmacy.wsu.edu/documents/2021/06/strategic-plan.pdf/>

IV. ORGANIZATIONAL STRUCTURE

Attainment of the goals and objectives of the College is facilitated by an organizational structure and infrastructure that assures all parties contribute optimally to achieving excellence in teaching, scholarship, and service. The College is organized by responsibilities in both academic programs and discipline-specific areas as described in the appropriate sections of this document and in the organizational chart, <https://pharmacy.wsu.edu/documents/2018/01/college-of-pharmacy-organizational-chart.pdf/>.

Chief Administrative Officer - The Chief Administrative Officer of the College is the Dean. The administrative organization of the College is established by the Dean and may be revised when necessary to reflect changes in mission, function, or responsibility. Each administrative officer, other than the Dean, is responsible to the Dean or a designated alternate for the efficient and effective operation of the unit or function to which each is assigned.

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Academic Programs – The degree offerings of the College are organized into two broad categories: professional (the Doctor of Pharmacy degree) and graduate (the Doctor of Philosophy and thesis-based masters options). The professional program also offers experiential practical opportunities and a rural health-focused option. Each of these units is headed by an Associate Dean.

Academic Units - The College is organized into the following academic units, each of which is led by a **Chair**:

Pharmaceutical Sciences
Pharmacotherapy

Administrative Units – The infrastructure of the College consists of a variety of service units that support the activities of students and faculty, and facilitate relationships with the University, alumni, and a variety of other stakeholder groups. These units include the Office of Student Services, the Office of Experiential Education, the Office of Business and Finance, the Office of Information and Instructional Technology, the Office of Development, and the Office of Communications. Each of these Offices is led by a **Director**.

V. ADMINISTRATION

Dean. Appointment or reappointment to the position of Dean is made by the Provost in accordance with University policies. The term of office for appointment or reappointment is normally five years. The Dean holds an academic appointment, typically at the rank of Professor with tenure, in an appropriate unit of the College 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, the responsibilities of the Dean include the following:

1. Serves as Chief Academic and Administrative Officer of the College, and as such directs all matters affecting the College's programs;
2. Speaks for the College at the University, state, and national level, and to the general public;
3. Serves as an ex officio member of College committees;
4. Ensures appropriate management of the College's human, physical, and fiscal resources;
5. As Chief Academic Officer, oversees the curricula of the College, the quality of curricular delivery, and assignment of duties to personnel;
6. Reviews Faculty performance evaluations submitted by the Department Chairs;
7. Recommends salaries, salary changes, appointments, reappointments, promotions, the granting of tenure, and post-tenure actions; and
8. Submits annual budget requests for the College and administers the budget when approved.

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Associate Deans are administrative officers of the College who report directly to the Dean. Appointments to these positions are made by the Dean upon receiving approval of the Provost. Associate Deans serve at the convenience and sole discretion of the Dean for the College.

Associate Dean for Professional Education. Duties of the Associate Dean for Professional Education and Outreach include the following:

1. Provides administrative oversight for the professional degree program;
2. Partners with the dean as the primary point of contact for accreditations (college and university);
3. Serves as the administrative liaison with the PharmD curriculum committee, the accreditation compliance committee, and other standing or ad hoc committees with a central focus on the professional curriculum;
4. Evaluates assessments within the PharmD program and reports on areas of concern to the Executive Committee;
5. Serves as liaison to the Washington State Board of Pharmacy;
6. Oversees the Director of Student Services and acts as liaison with University legal counsel on various student issues (e.g., appeals);
7. Serves as the point of contact for joint degree programs involving the PharmD program and partners outside the College;
8. Serves as the point of contact for all articulation agreements with partner institutions; and
9. Works collaboratively with academic unit leadership on the Spokane and Yakima campuses to ensure continuous improvement of the quality of the professional curriculum.

Associate Dean for External Relations. Duties of the Associate Dean for External Relations include the following:

1. Manage and maintain external relationships while positioning the college for an enhanced visibility and reputation at all levels;
2. Lead and manage a comprehensive advancement strategy for the college, which is aligned with the college's vision, mission, and goals;
3. Serve as a part of the College advancement team and manage external relationships of the college, including those involving alumni, practitioners in Washington State, community partners, professional organizations, governmental bodies, and relevant foundations;
4. Oversee legislative and professional advocacy on behalf of the College; and
5. Facilitate entrepreneurial activities of our students.

Associate Dean for Research. Duties of the Associate Dean for Research include the following:

1. Build and maintain research capacity at all levels and in both departments;
2. Disseminate (or oversee dissemination) of funding opportunities to research faculty and staff;
3. Provide leadership for research programs and facilitate collaborative partnerships with investigators on both Spokane and Yakima campuses, across WSU colleges, and with external partners;

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4. Facilitate collaborations between our faculty and faculty throughout the College and WSU system;
5. Work with other campus and university research leadership on strategic research partnerships, representing the College on research matters across campus and the WSU system;
6. Provide strategic leadership in the area of research, oversee infrastructure, strategic planning, and research program development, evaluation, and space utilization;
7. Work with faculty to develop multi-investigator grants;
8. Provide reports regarding research funding and publication metrics;
9. Identify and manage conflicts of interest relating to faculty, students/trainees, and staff engaged in research;
10. Act as liaison with local and national research institutions, including universities, clinical organizations, industry, professional organizations, and trade organizations;
11. Develop and enact strategies and programs to enhance the research climate and opportunities in the college for faculty, staff, and students;
12. Coordinate graduate student and external seminar programs;
13. Represent the College at University level and externally on all research-related initiatives and works with the WSU Office of Research on policies and procedures that may impact faculty;
14. Act as liaison on protocol/policy deviations that could lead to non-compliance or research misconduct and faculty programmatic knowledge/intellectual property concerns;
15. Oversee the adherence to compliance mandates, policies, and procedures within on-campus labs and other research facilities; and
16. Support faculty PIs in ways that provide guidance on following university, State and federal research policies.

Associate Dean for Rural Health: Duties of the Associate Dean for Rural Health include the following:

1. Oversee the Rural Health Track in the PharmD program:
 - a. Supervise rural health initiative staff if/as needed;
 - b. Support the Department Chair in supervision of faculty focused on rural health;
 - c. Supervise the Director of the Rural Health Curriculum;
 - d. Manage and grow partnerships and collaboration with a wide variety of academic and community partners relative to rural health;
 - e. Work with the Associate Dean for External Relations, development team, foundation, and others to actively seek and secure external funding to ensure sustainability and growth of the rural health initiative.
2. Provide leadership for the Rural Ambulatory Care and Behavioral Health Residency Programs:
 - a. Manage and grow partnerships and collaboration with a wide variety of academic and community partners to support the ambulatory care initiative

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- and the behavioral health initiative, including specialty residency training programs;
- b. Provide support for the ambulatory care and behavioral health residency program directors and faculty as these programs are developed to ensure successful implementation, accreditation, and recruitment.
3. Provide direction for the Center for Pharmacy Practice Research:
 - a. Provide supervision of the Director of the Center for Pharmacy Practice Research (CPPR) related to rural health initiatives;
 - b. Support the Director of the Center for Pharmacy Practice in promoting scholarship related to rural health efforts and in securing external funding.

Directors are responsible for managing the day-to-day operations of various units of the College, and report to the Dean.

Executive Director of Graduate Programs. Duties of the Executive Directors of Graduate Programs include the following:

1. Serve as the liaison between the graduate student body, CPPS graduate faculty and administration, and the Graduate School administration;
2. Represent the College on any matter relating to graduate programs;
3. Provide leadership in recruitment and admission, scholarship promotion, mentoring, administration, and planning for the Graduate Program;
4. Provide overall academic leadership, develop and implement program policies, represent the interests of the program to campus and University administrators, and call and preside over meetings of the program faculty;
5. Elaborate a clear vision for the future of the graduate program in CPPS, on the Spokane campus, and across the WSU system;
6. Develop and enforces policies and procedures to maintain quality of the graduate program, consistent with college objectives;
7. Ensure that all promotional and recruitment materials for graduate program are current on the website and in printed materials, and works with communications personnel to disseminate accomplishments of graduate students in media outlets;
8. Work with the Graduate Program Coordinator (GPC), Graduate Program Faculty Coordinator (GPFC), and the Chair of the Graduate Admissions committee to manage the admissions process;
9. Develop and institute a diversity recruitment plan and cultivates an inclusive and diverse graduate student body;
10. Organize a departmental orientation for new students each fall, and arranges and coordinates training programs for graduate assistants;
11. Oversee the curricular structure of the program;
12. Organize an annual meeting or research retreat for graduate students and mentors;
13. Manage the graduate program budget;
14. Oversee preliminary examination and final dissertation policies and procedures;
15. Report on programs, accomplishments, and recruitment to graduate school, college,

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and university.

Senior Director of Business Services. Duties of the Senior Director of Business Services include the following:

1. Oversee the functions of the CPPS Office of Business Services and serves as the Chief Financial Officer for the College.
2. Administer and implement the budgetary and financial policies of the College.
3. Provide effective accounting controls and maintain the integrity of the financial records.
4. Comply with University and State policies and procedures.
5. Interact with department chairs and directors;
6. Provide consultative support to planning initiatives through financial and management information analyses reports and recommendations.

Director of Experiential Education: Duties of the Director of Experiential Education include the following:

1. Responsible for administration and oversight of the office of Experiential Services;
2. Monitor and evaluate office activities to determine consistency with college goals and initiative to include updating and maintaining policy and procedure documents, implementing quality control measures, record keeping, preparing reports, and tracking student data;
3. Participate in the review, negotiation, implementation, and maintenance of contractual arrangements;
4. Assists in the development and management of fiscal and operational initiatives and resource management;
5. Establish and maintain critical contacts and working relationships with University personnel as well as outside agencies, groups, and individuals, and represent the program as needed;
6. Coordinate and manage the placement process for both students and preceptors, working with students to finalize schedules and ensuring their objectives are met;
7. Collaborate with key stakeholders at the sites and within the pharmacy community to provide continuous quality improvement, including conducting survey and other forms of feedback to determine whether outcomes and expectations are being met;
8. Monitor and review evaluations submitted by students and preceptors to identify and resolve problems relating to student, site and preceptor management;
9. Work with students with documented rotation deficiencies to develop appropriate individual remediation plans;
10. Monitor student progress and communicate with students regarding expectations, coordinating site reassignments when necessary;

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11. Visit sites as needed to confirm compliance with learning objectives and accreditation standards;
12. Conduct annual preceptor trainings.

Director of Analytics. Duties of the Director of Analytics include the following:

1. Managing data for evaluative process and quality improvement programs to ensure accuracy, accessibility, integrity, and security;
2. Survey development, dissemination, and subsequent data analyses;
3. Analysis of relevant data to identify significant trends by using decision science;
4. Develop and communicate data reports and dashboards to measure performance quality;
5. Develop and implement goals and prioritize plans and processes for programmatic assessment, including curriculum programs, experiential educations, interprofessional education, and strategic initiatives’
6. Guide assessment planning, project management, implementation of process development, and support of programmatic data collection systems;
7. Develop, implement, and evaluate continuous quality improvement processes, and direct quality improvement planning including objectives, measurable performance indicators, benchmarks, and data collection methods;
8. Train, guide, and share expertise within the College to support development of sound assessment practices, including survey science and software;
9. Mentor faculty and staff on effective methods and processes for documentation of essential assessment data and the scholarship of teaching and learning.

Director of Information and Instructional Technology. Duties of the Director of Information Services include the following:

1. Manage the day-to-day operations and maintenance of the college’s information and computing services.
2. Design, develop, implement, and maintain on-line educational, administrative programs and services for the college.
3. Provide expertise and support on computer related technology.

Director of Communications, Public Relations, and Marketing. Duties of the Director of Communications and Public Relations include the following:

1. Develop and implement a comprehensive communications plan for the College to inform internal and external audiences about activities and accomplishments in the College and to call attention to opportunities that exist for Friends to invest in the College. The information communicated should support the College and University priorities and align with key messages adopted by the University.
2. Act as a liaison to news media and to central University communications units.
3. Produce or supervise the production of news releases, newsletters, annual reports, special reports, speeches, brochures, videos, still photography, web pages and other materials related to the College’s public image and fundraising goals.

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Director of Student Services. Duties of the Director of Student Services include the following:

1. Oversight of the professional education program:
 - a. Oversee scheduling of courses, classrooms and laboratories;
 - b. Direct preparation of bulletins and other College publications;
2. Direction of the student services:
 - a. Manage the Office of Student Services;
 - b. Update and maintain the student handbook;
 - c. Manage personnel including academic coordinators and office assistant;
3. Recruitment of prospective students:
 - a. Coordinate the college's recruitment, including the preparation and distribution of promotional materials and recruitment visits to feeder schools;
 - b. Serve as liaison between the college and pre-pharmacy advisors;
 - c. Oversee advising of pre-pharmacy students and preparation of pre-pharmacy requirement sheets;
4. Coordinate the White Coat, Scholarship and Commencement ceremonies in collaboration with the Events Committee;
5. Responsible for career counseling and coordination of placement services including the organization of the annual Career Day activities in conjunction with the Events Committee.

Director of Development and Alumni Relations: Duties of the Director of Development and Alumni Relations include the following:

1. Serve as primary fundraiser for donations to the College;
2. Support the College's fundraising goals by planning and conducting outreach to promote constituent understanding of College activities;
3. Responsible for establishing goals and objectives related to marketing, public relations, community relations, pharmacy alumni, and special events;
4. Responsible for planning and conducting events and activities associated with College advancement and alumni initiatives;
5. Assist in the establishment and administration of College policies and procedures associate with development and alumni relations;
6. Represent the College to internal and external constituents.

Director of Quality Assurance, Improvement and Accreditation Preparation: Duties of the Director of Quality Assurance, Improvement and Accreditation Preparation include the following:

1. Lead the Accreditation Compliance Committee, which is responsible for aggregating the college's performance or progress relative to each of the accreditation standards by which our professional program is evaluated;
2. Oversight of the 2023 ACPE self-study;
3. Assure quality in the continuing education area as this area is developed.

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Director of the Center for Pharmacy Practice Research: Duties of the Director of the Center for Pharmacy Practice Research include the following:

1. Provide leadership for research programs centered on improving the practice of pharmacy, empowering departmental faculty to develop and maintain cutting-edge research and facilitate collaborative partnerships with other investigators on both Spokane and Yakima campuses, and external to the university;
2. Provide research infrastructure for qualitative research related to pharmacy practice and rural health, including research related to teaching and learning;
3. Provide mentoring and strategic direction to all faculty, fellows, residents, and students working in the area of pharmacy practice or rural health research;
4. Expand the scope around vaccination training for students, pharmacists, and pharmacy technicians;
5. Continue to develop the immunization training for international markets;
6. Serve as the research arm of the Rural Health Initiative, facilitating capstone research projects by predoctoral students and qualitative research by postdoctoral residents, faculty, and community partners; and
7. Prepare and submit quarterly reports summarizing research activities (funding, submitted proposals, publications) and detailing the impact of our efforts in the areas of pharmacy practice and rural health.

Director of the Drug Information Center: Duties of the Director of the Drug Information Center include the following:

1. Lead the efforts of the Drug Information Center, and serve the health professions community by answering drug-related questions;
2. Foster a learning environment for pharmacy students;
3. Oversee the Specialty Residency in Drug Information Practice and Academia;
4. Aid in the promotion of the College by offering drug information services throughout the state;
5. Oversee the creation of comparative efficacy reports for use in drug databases;
6. Coordinate with the United States Pharmacopeia (USP) Committee of Experts on Healthcare Quality and assist in the development of the USP Medicare Model Guidelines and the USP Drug Classification System.

Director of Industry Engagement: Duties of the Director of Industry Engagement include the following:

1. Cultivate relationships with private companies such as pharmaceutical companies, biotech companies, and startups to enhance the research enterprise of the College and spawn innovative research that is of commercial interest to our industry partners;
2. Facilitate industry-sponsored research support and development of College research;
3. Work with industry partners to help develop ongoing support of fellowships and internships for PharmD and PhD students;
4. Act as a point of contact for potential pharmaceutical industry partners;
5. Work with the grants and contracts office to help negotiate with industrial partners to

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develop industrial affiliate program agreements, material transfer agreements, data use agreements, etc;

6. Work with the WSU Office of Commercialization and the Innovation and Research Engagement Office to support commercialization of College research.

Director of Yakima Operations: Duties of the Director of Yakima Operations include the following:

1. Act as liaison for the Pacific Northwest University partnership, including:
 - a. Facilities and space planning;
 - b. Classroom, meeting room, and event planning and scheduling;
 - c. Serve as Campus Safety Coordinator;
 - d. Promote Inter-institutional collaboration.
2. Oversee Yakima campus operations, including:
 - a. Supervise office assistants and other staff personnel as appropriate;
 - b. Coordinate course scheduling;
 - c. Advise Chair regarding budgetary needs and coordinate approved purchases;
 - d. Ensure compliance with accreditation and regulatory standards;
 - e. Assist the Chair with addressing faculty and staff needs.
3. Assist WSU Health Sciences and College Student Services with provision of Yakima student support, including:
 - a. Developing and submitting annual budget;
 - b. Coordinating access to student health and wellness services;
 - c. Facilitation testing and testing accommodations;
 - d. Ensuring access to student learning support
 - e. Assisting College Student Services with new student recruitment, admission, and orientation.

Director of the Rural Health Curriculum: Duties of the Director of the Rural Health Curriculum include the following:

1. Participate in recruitment and selection of students for the track;
2. Assist with developing learning opportunities to develop highly qualified prospective students before matriculation;
3. Develop content and provide instruction in required and elective coursework within the track;
4. Provide support to the experiential services team and partner organizations to ensure rural health learning objectives, experiences, and assessments are available to students within the track;
5. Provide mentorship and support to students accepted into the rural track;
6. Assist the Director of the Center for Pharmacy Practice Research and students in identifying, conducting, and evaluating special projects within the required capstone course;
7. Serve as a resource for partners offering post-graduate residency training and employment opportunities to students who have completed the rural health track

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- health;
8. Participate in evaluation of the rural track outcomes and program improvement and growth initiatives;
 9. Serve as a liaison to other colleges or programs to develop and implement; interprofessional learning and practice opportunities within the track, which may include serving as the Director of Pharmacy with Range Community Clinic.

Chairs. Each academic unit is led by a Chair. Appointment or reappointment to the office of Department Chair is made by the Dean upon receiving the advice of faculty and other stakeholders. The term of office for appointment, or reappointment after an administrative review, is normally five years. The duties of each Department Chair include the following:

1. Serve as Chief Administrative Officer for the unit, and as such represents the unit's strategic resource needs to the Dean's Office and manages the unit's allocated resources;
2. Represent the unit within the College and with external constituencies and partners;
3. Initiate and direct plans for recruitment and retention of faculty, as well as appointments, reappointments, promotion, and tenure actions in compliance with University requirements;
4. Work with the Associate Dean for Research and the Dean to identify start-up funds for new faculty hires;
5. Manage all unit-level personnel activities, including staff evaluations, ensuring consistency in enforcement of policies and adequate documentation;
6. Serve as Chief Academic Officer for the unit, and as such oversees the unit's contributions to educational programs;
7. Serve as a mentor for junior faculty; and
8. Develop and foster relationships with external constituents and partners.

VI. FACULTY

While the Faculty in major research universities often have autonomy with respect to their scholarly activities, faculty members 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 professional responsibilities of full-time faculty members at universities typically are evaluated according to the broad categories of teaching, scholarship, and service. While the relative effort given to these activities may vary among the Faculty, these responsibilities require that all faculty members teach students, colleagues practitioners, or members of the broader community.

Although teaching is an integral part of Faculty activities, there is a false perception of separation between teaching and scholarship. These two core responsibilities are, in fact, inseparable aspects of the Faculty's mission as a community of scholars: the acquisition of knowledge (through scholarly activities) is only meaningful upon dissemination of that

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knowledge (through teaching in its broadest sense). While didactic instruction is the most visible and easily quantifiable form of teaching, it is only one mode of teaching. Faculty members also teach through constructive criticism; they teach in informal meetings to discuss ideas or research projects; they teach as mentors by setting an example of professional conduct. Teaching therefore occurs not only in the classroom, but in the laboratory, in the office, in clinics, and in the field. Faculty members provide service, based on their expertise, to their individual units, to the College, to the University, to their profession, and to their communities.

The Faculty of the College consists of all persons holding Tenure-Track or Career-Track appointments at the rank of Professor, Associate Professor, Assistant Professor, Instructor, Lecturer, or a formally authorized Lecturer-equivalent.

The specific duties of the Faculty include the following:

1. Conducting and advancing the instructional, scholarly, and service missions of the College and the academic unit in which the appointment is held.
2. Development, delivery, and assessment of the College's various curricula.
3. Collaborating with the Administration on the development, implementation, and continued re-evaluation of strategic plans for the College and the academic unit in which the appointment is held.
4. Advising and mentoring students in matters relating to their education and career goals.
5. Collaborating with scientific and professional constituencies in advancing the mission of the College.
6. Assisting in the development, interpretation, application and evaluation of the goals and policies of the College.

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 College is in accordance with the superior codes expressed in the Introduction to this document, and in the College's statements on policies and procedures governing appointment, reappointment, promotion, and tenure at <https://pharmacy.wsu.edu/documents/2018/01/promotion-and-tenure.pdf/>.

It is required that the Dean submit recommendations about proposals for or questions about appointments, reappointments, promotions, and tenure to the Provost after having consulted with the assembled Full Professors. It is desirable that the Dean consult Faculty members about proposed new appointments; however, the Dean will be guided but not bound by recommendations from those consulted.

Performance Review Process

The university has a standard policy for annual review of staff and faculty who are salaried employees of WSU, although the colleges have flexibility in how the policy is implemented. For our College:

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1. An electronic activity report, a current CV, and any other pertinent information submitted are used to capture yearly accomplishments. This information remains part of the employee record.
2. Staff are reviewed annually by their primary supervisor. The Dean (or the direct report of the primary supervisor) serves as a secondary reviewer for all staff.
3. Department Chairs annually review all salaried faculty in their department. During the review, faculty performance and productivity for the prior calendar year are considered in light of agreed-upon objectives and fractional efforts for that year, and plans are developed for the current year. Annual reviews are conducted in early Spring. Three levels of annual review are utilized; these include an abridged review, a comprehensive review, and an intensive review. The level of review is governed by the faculty member's rank, time in rank, and guidelines outlined in the WSU Faculty Manual.
4. Student evaluations of preceptors are transmitted through CORE. Practice site visits by our Experiential Program team provide additional feedback. All personnel instructing and precepting PharmD students upload their current CVs into CORE. The Director of Experiential Education reviews all CVs and student evaluations annually to assure that each preceptor is qualified.
5. A formal application process is initiated for individuals interested in adjunct faculty status. This process is conducted by the department in which the adjunct status is being sought.
6. Pharmacy residents are reviewed by their residency directors. Residents who provide didactic lectures for our courses receive feedback on teaching performance from the course director, students, and/or observers.
7. Annual review of administrators (chairs, associate deans, and the dean) includes an invitation from the provost to all stakeholders to comment on each individual's performance. The Dean discusses the results of evaluations with the chairs and associate deans; the Provost discusses the dean's evaluation during the Dean's annual review meeting.

Academic Freedom

The academic freedom afforded the Faculty of the College is consistent with the rights and privileges for faculty contained in Governing Regulations of the University:

http://facsen.wsu.edu/faculty_manual/

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 academic matters of general interest to the College, subject to approval of the Dean and other appropriate administrators and governing bodies of the University. While consultation with the Faculty is appropriate on many matters of an administrative nature, faculty members do not have legislative authority over budgetary, accreditation, or legal issues.

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Departmental faculty members have the power to legislate on matters of general interest to that Department, subject to the approval of the Chair or other appropriate administrators and governing bodies of the University.

Voting Privileges

Voting faculty are those members of the faculty whose primary (50% or more, as determined by either FTE or salary distribution) commitment is to the College.

Meetings and Procedures

General meetings of the faculty typically occur monthly. Additional meetings of the faculty may be called as required by the Dean.

Meetings of academic units will be held consistently and as needed. In general, it is expected that a unit would meet, at minimum, six times each year.

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 may be called in response to needs articulated by the University, by a substantive group of the faculty, or by external stakeholders. A formal announcement of time, place, and agenda for each meeting will be made, if possible, at least seven days prior to the meeting.

A quorum is defined as a simple majority of the total eligible voting members, and is required for official faculty action. A majority vote of the voting members present, which may be obtained by voice, show of hands, or ballot at the discretion of the presiding officer, will decide a motion. Minutes of meetings will be maintained and distributed or made available through appropriate mechanisms.

VII. STAFF

Members of the Administrative Staff provide support services to the College to facilitate the instructional, service and research mission of the organization. Administrative Staff are under the jurisdiction and supervision of the particular College operational or administrative unit that is being served. Staff functions, as well as inter-relationships between various staff positions, are included in the CPPS Staff Policies and Procedures for administrative professional employees at <http://hrs.wsu.edu/APHandbook>, and for civil service employees at <https://hrs.wsu.edu/employees/employee-policies/cs/>. The College's Staff Council meets regularly to discuss issues of particular relevance to Administrative Staff, and serves as a conduit for providing advice to and seeking information from the Dean.

VIII. STUDENTS

Issues related to student expectations, progression, and governance in each of the degree-granting programs in the College are communicated through Student

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Handbooks (<https://pharmacy.wsu.edu/documents/2021/08/pharmd-student-handbook.pdf>) that are reviewed, revised as appropriate, and distributed annually. All College resources and policies for students are provided at <https://pharmacy.wsu.edu/doctor-of-pharmacy/current-student-resources/>).

IX. PROFESSIONAL PROGRAM (Pharm.D.)

The College offers a four-year program leading to the Doctor of Pharmacy (Pharm.D.) degree. This program is fully accredited by the Accreditation Council for Pharmacy Education and adheres to established standards [<http://www.acpe-accredit.org/standards/default.asp>]. The College 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. Systematic processes using various assessment methods are employed for measuring professional competencies and outcomes. The Faculty of the College have shared jurisdiction over all matters concerning admission requirements, curriculum, and graduation requirements. If approved by the Faculty, all such decisions are implemented by the Dean through the Office of the Associate Dean for Professional Education and Student Services.

Research Honors Program. The Research Honors Program provides PharmD students with the opportunity to conduct a research project with a WSU pharmacy faculty research mentor. Students in good academic standing identify a mentor and apply to the program during the spring semester of their first year, and work with their mentors to complete all research activities and program requirements prior to graduation.

X. GRADUATE PROGRAM (M.S., Ph.D.)

The Graduate Program in the CPPS leads to the Ph.D. in Pharmaceutical Sciences and Molecular Medicine, and, under special circumstances, to an M.S. The Dean of the CPPS assigns the administrative responsibility for the Graduate Program to the Associate Dean for Graduate Programs. The faculty of each academic unit, led by the Chair, are responsible for the content and conduct of the respective area of the graduate program and for the recruitment and progression of the graduate students within that area. Day-to-day implementation and management of the relevant graduate program track may be delegated to the Executive Director of Graduate Programs. In either case, the academic units work closely with the Office of Graduate Education to deliver the graduate program.

XI. OTHER TRAINING PROGRAMS

Dual degree programs. Dual degree programs (PharmD/PhD in Pharmaceutical Sciences, PharmD/MBA, PharmD/MS in Engineering, PharmD/MA Communication) provide opportunities for students to broaden their graduate education experience. They are established via a formal agreement and administered through cooperative arrangements between the College and other WSU colleges with approval by the Office of the Provost. Students must meet admission and program requirements for both programs.

Resident Teaching Certificate Programs. The Resident Teaching Certificate provides an

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opportunity for pharmacy residents employed by the College and with partner programs to enhance their teaching skills and preceptor knowledge by providing education to pharmacy students. The College is responsible for providing an annual workshop and the teaching program. Applicants must be graduates of accredited pharmacy schools and eligible for licensure in Washington State. These trainees must have resident site approval and are appointed as academic affiliates upon acceptance into the program.

Postdoctoral Fellows and Visiting Scholars. Individuals pursuing advanced studies, research, and specialized training (postdoctoral fellows and visiting scholars) in the College are recruited by the sponsoring faculty in compliance with the policies and salary guidelines put forward by the University. Postdoctoral fellows and visiting scholars report to the sponsoring faculty; however, administrative oversight is provided by the respective Department Chair.

XII. COLLEGE COMMITTEES

Various standing and ad hoc Committees are required to conduct the business of the College. Whenever possible and appropriate, each Committee should be composed of at least one member from each Department and of one or more non-faculty members (students, staff, and/or external constituent) for direct representation of academic, student or professional concerns. The individual members and Chair of each Committee are appointed by the Dean, and the composition of standing Committees typically are revised annually, after consultation with the Associate Deans (regarding the needs of each committee) and Department Chairs (regarding the interests of faculty and competing work assignments), by balancing reappointment/new appointments to assure appropriate continuity and change. Should the interim membership of a standing or special Committee become reduced, the Dean may make appropriate replacement appointment(s) for the remainder of the term.

Accountability for the Committee is the responsibility of the Committee Chair and the Dean, Associate Dean, or Chair to whom a particular Committee reports, who will oversee accomplishment of Committee responsibilities, and provide feedback to the Chairs of academic units on the quality of faculty participation. The Committee Chair is responsible for agendas, minutes, and forwarding recommendations to the appropriate individual or body. Committees reporting to the faculty should report at least annually at a faculty meeting. Committees reporting to the Dean will report as directed by the Dean.

The Dean, Associate Deans, Chairs, or Program Directors can establish Ad Hoc Committees on an "as needed" basis to accomplish the mission of a given academic or administrative unit within the College. Ad Hoc Committees should be given a specific charge and will be dissolved on completion of their charge. They report directly to the person who establishes them.

XI. AMENDMENTS

Any modification of this code that represents a substantive change in the role of faculty governance within the College will require the following procedure:

1. Each proposed amendment will be specified in writing and presented at a

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- regular Faculty meeting or at one specifically called for the purpose.
2. Optionally the proposed amendment may be referred to a special Committee for review and recommendation.
 3. 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.
 4. A two-thirds majority of the voting Faculty as defined above, is required for adoption of the amendment.

XII. ADOPTION

This Code and/or amendments to this Code will become effective immediately upon ratification 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 VI, FACULTY.

Ratified by the faculty September 23, 2011

Revised July 2014 to reflect changes in college operations

Revised and ratified August 12, 2022 to reflect changes in college operations