FACULTY BYLAWS

FLORIDA INTERNATIONAL UNIVERSITY
HERBERT WERTHEIM COLLEGE OF MEDICINE

ADOPTED NOVEMBER 2007
AMENDED OCTOBER 6 2010
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PART I: MISSION

The mission of the Florida International University Herbert Wertheim College of Medicine (HWCOM) is to lead the next generation of medical education and continually improve the quality of healthcare available to the South Florida community. The College of Medicine will accomplish its mission by:

- Training physicians to serve South Florida’s diverse population through a patient-centered curriculum instilling cultural competence.
- Providing Florida students greater access to medical education.
- Fostering research to discover and advance medically relevant knowledge.

The goals include:

- Leveraging the existence of our medical school to enhance the overall quality of and access to healthcare in South Florida.
- Graduating culturally competent medical students who will be able to provide exemplary care to the diverse populations in Florida and the nation.
- Utilizing the presence of medical students working in interdisciplinary teams of health care professionals to improve health awareness and healthcare indices in the communities served.
- Assisting area hospitals in developing residency positions to ameliorate South Florida’s current and anticipated physician shortages.
- Initiating and pursuing international research and academic collaboration that will contribute to the economic development of the community, region, state, and nation.
- Engaging the local community through mutually beneficial outreach and partnership programs.

Purpose

The purpose of these faculty bylaws (Bylaws or Faculty Bylaws) is to define guidelines and procedures for the organization and governance of the Florida International University Herbert Wertheim College of Medicine in order that members of the faculty (Faculty or Faculty Members) understand their responsibilities and can perform their duties with respect to education, research, service to the HWCOM and administration.
PART II. GENERAL PROVISIONS

A. Composition of Faculty Members

a) The Faculty Members of the HWCOM consists of full time and part time Faculty who are appointed to the following ranks:
   i. Professor.
   ii. Associate Professor.
   iii. Assistant Professor.
   iv. Instructor.
   v. Professor with a primary appointment in another unit of the University and a joint appointment in the HWCOM.
   vi. Adjunct Instructor, Assistant Professor, Associate Professor or Professor.
   vii. Clinical Instructor, Assistant Professor, Associate Professor and Professor who hold voluntary Faculty appointments.
   viii. Professor Emeritus.
   The members include both employed and volunteer faculty.

b) The Faculty Assembly includes all full time, part time, adjunct and voluntary Faculty Members. The voting members of the Faculty Assembly shall consist of all Department Chairpersons (Chairs) and all regular full time (employed) Professors, Associate Professors, and Assistant Professors who have a primary appointment in the HWCOM.

c) Classification - All members of the HWCOM Faculty and staff are classified as outside of the collective bargaining unit.

B. Departments, Institutes, Divisions and Centers

a) Academic units of the College shall be Departments, Institutes, and Centers (collectively Academic Units). Academic Units may be established, changed or discontinued upon action by Dean. Academic Units will have separate budgets and will make nominations or other recommendations on faculty appointments directly to the Committee on Appointments, Promotion and Tenure. The Chair or Director of each Academic Unit may establish, change or discontinue Divisions or Centers within the Academic Unit with the approval of the Dean.

b) The Chair of each Department, Institute or Center shall be the chief administrative officer of the said Department. The responsibilities of chief administrative officers of Academic Units shall include:
   i. Recommending appointments and promotions within his or her Academic Unit.
   ii. Appointing Fellows, Postdoctoral Associates, and Research Associates including student assistants within his or her Academic Unit.
   iii. If charged, administering a program of instruction in accordance with the curriculum.
   iv. Stimulating and supporting research and scholarship.
   v. Discharging delegated responsibilities.
   vi. Engaging in and encouraging professional activities in support of the educational mission of the College.
   vii. Serving on institutional committees as recommended by the Dean.
   viii. Communicating to the members of the Academic Unit rules and regulations regarding the administration of the Academic Unit and implementing the applicable policies and procedures of the College.
ix. Performing other such duties to advance the missions and objectives of the College as shall from time to time be required.

c) Each Chair shall hold meetings of the Academic Unit in regard to the affairs of the Academic Unit and the HWCOM. Minutes of these meetings shall be kept and made available upon request to the Faculty Members of the Academic Unit.

C. Voting

The voting members of the Faculty Assembly shall consist of all Department Chairpersons (Chairs) and all regular full time (employed) Professors, Associate Professors, and Assistant Professors who have a primary appointment in the HWCOM. All Voting Faculty Members are eligible to vote in Faculty Assembly meetings. Proxy voting shall not be allowed. To exercise the privilege of voting, the Voting Faculty Members must qualify for membership in the quorum as defined in these Bylaws. Upon request of any Voting Faculty Member, voting on any matter shall be by secret ballot. Unless otherwise provided in these Faculty Bylaws, an action must be approved by a majority of the Voting Faculty Members present at a duly called meeting of the Faculty Assembly.

D. Quorum

A quorum for Faculty Assembly meetings to take any action shall consist of ten percent (10%) of the Faculty Members eligible to vote on the issue under discussion. As necessary and feasible, Faculty Members may participate in Faculty meetings remotely by phone or other audio/visual connection. A Voting Faculty Member participating in a meeting remotely shall be considered to be present at the meeting for purposes of these Bylaws, but shall not be counted for the purpose of determining a quorum and shall eligible to vote (II, C)

E. Faculty Assembly Meeting Schedule, Notice, and Minutes

Faculty Assembly meetings shall be held at least twice during the academic year. The President of the Faculty Assembly may call for special meetings at any time during the academic year. The President must circulate a written agenda developed with input from Faculty Members for each meeting at least one month in advance of the meeting. Meetings of the Faculty Assembly shall be noticed at least five (5) days prior to the date of the Faculty Assembly meeting. All notices shall be given in writing by e-mail, hand-delivery, or first class mail and shall state the date, time and place of the meeting. Minutes of all Faculty Assembly meetings shall be taken and shall be presented to the Faculty Assembly at a duly called meeting.

F. Amendment and Repeal

At a Faculty Assembly meeting at which a quorum is present, any section of these Faculty Bylaws may be amended or repealed by the vote of a majority of the eligible Voting Faculty members present, provided that prior notice of the proposed amendment or repeal motion shall have been given in writing to all members of the Assembly at least 60 days in advance of the meeting at which the amendment or repeal is to be considered, and all changes are subject to approval of University Counsel and Administration.

G. Bylaws to be Interpreted Consistent with State Law and University Policies

The Bylaws shall be interpreted wherever possible as consistent with state law and applicable University policies and procedures. They shall not abrogate or supplant general University policies and procedures unless so stated and approved as such by University and appropriate other officials.
PART III. FACULTY COMMITTEES

A. Committee Appointments

Chair and members of each faculty committee shall be named by the Faculty Assembly President, the Dean of the HWCOM, or an Executive Associate Dean as provided in this Article III. Appointment of committees shall be effective on July 1 of the academic year for which the appointment is made unless an appointment is required to fill a vacancy or establish a committee in accordance with these Bylaws in which event the appointment shall be made to fill the vacancy.

B. Voting

All persons appointed to a committee, including the chair shall be entitled to vote, except when the Dean has appointed a member as non-voting. Proxy voting shall not be allowed. Upon request of any Faculty Member entitled to vote, voting on any matter shall be by secret ballot. Unless otherwise provided in these Bylaws, an action must be approved by a majority of the committee members present at a duly called meeting of such committee.

C. Quorum

A quorum for a committee to take any action shall consist of a majority of the voting members of the committee.

D. Standing Committees

The following committees shall be permanent, standing committees of the Faculty of the HWCOM:

<table>
<thead>
<tr>
<th>Committee</th>
<th>Appointed or Elected by</th>
<th>Reports to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Assembly</td>
<td>Includes all Department Chairs and full time employed Professors, Associate Professors, and Assistant Professors with a primary appointment in the HWCOM</td>
<td>Faculty and Dean</td>
</tr>
<tr>
<td>The Nominating Committee of the Faculty Assembly</td>
<td>Out going Faculty Assembly President</td>
<td>Faculty Assembly</td>
</tr>
<tr>
<td>Council of Chairs/Executive Management Committee</td>
<td>Dean</td>
<td>Dean</td>
</tr>
<tr>
<td>Appointment, Promotion and Tenure Committee</td>
<td>Dean (60%); Faculty Assembly (40%)</td>
<td>Dean</td>
</tr>
<tr>
<td>Admissions Committee</td>
<td>Dean</td>
<td>Executive Associate Dean for Student Affairs</td>
</tr>
<tr>
<td>Curriculum Evaluation Committee (also includes student members)</td>
<td>Executive Associate Dean for Academic Affairs</td>
<td>Associate Dean for Curriculum</td>
</tr>
<tr>
<td>Curriculum Committee</td>
<td>Dean</td>
<td>Associate Dean for Curriculum</td>
</tr>
</tbody>
</table>

Adopted: November 2007
Amended: October 6, 2010
E. Special Committees

Special faculty committees may be established from time to time by the Dean or by the Faculty Assembly to consider matters not within the jurisdiction of any other committee or which cannot be accomplished in timely fashion as part of the regular business of another committee.

F. Committee Responsibilities

In addition to exercising the specific powers and functions assigned to it by these Faculty By-Laws, each Faculty standing committee shall give continuing attention to the general subject matter entrusted to it, and shall from time to time make recommendations for changes in those areas as it may deem desirable.

The responsibilities of each Faculty committee described below are intended to be primary responsibilities. The listing is not intended to preclude interest of one committee in problems that are also within areas of concern of other committees.

a) Appointment, Promotion and Tenure Committee shall evaluate candidates for appointment, rank, and promotion. This includes making recommendations to the Dean for awarding tenure and evaluation of Faculty Members with tenure. This committee will receive and consider recommendations from the HWCOM Department Chair responsible for the individual under consideration by the committee. The membership and responsibilities of this committee are set forth in these Bylaws.

b) The Admissions Committee shall review files of applicants and make admissions recommendations. The Committee may review and make recommendations to the Faculty Members and administration concerning admissions standards and policies; policies and criteria for the granting of scholarships, loans, and grants in aid or other forms of financial aid to students.
c) *The Curriculum Committee* shall be responsible for overseeing all aspects of the educational program, including:

1. Ensuring the quality of current strands, courses, and clerkships;
2. Reviewing proposals for the addition or modification of strands, courses, and clerkships or curricular elements and making recommendations on these proposals to the Associate Dean for Curriculum and Medical Education;
3. Assuring that proper pedagogical methods are employed;
4. Assuring that strands, courses, and clerkships assess student performance utilizing both formative and summative measures and monitoring the overall effectiveness of the curriculum.

The Curriculum Committee Chair is appointed by the Dean, Strand and Clerkship Directors and Faculty members are appointed by the Executive Associate Dean for Academic Affairs upon recommendation by the Faculty member’s Chair. Medical students are selected by their class. The Curriculum Committee shall consist of 21 voting members:

- Associate Dean for Curriculum and Medical Education (1)
- Strand Leaders (5)
- Clerkship Directors (7)
- Pathologist (1)
- Basic Scientists (4)
- Students (3)

Non-voting ex-officio members of the Curriculum Committee include:

- Executive Associate Dean for Academic Affairs
- Executive Associate Dean for Student Affairs
- Assistant Dean for Curriculum and Medical Education
- Affiliate Deans
- Director of Accreditation
- Director of Assessment
- Director of Medical Library
- Directors of Medical Education
- Head of Learning and Information Services
- Manager of Educational Technology

i. The Strand Leaders Committee (a subcommittee of the Curriculum Committee) shall consist of the leaders of each of the five strands in the curriculum. The Strand Leaders Committee shall provide oversight for the coordination of the themes across the curriculum and assist the Associate Dean for Curriculum in managing a balanced and thorough delivery of the content of the themes.

ii. The Curriculum Evaluation Committee (a subcommittee of the Curriculum Committee), a standing committee of students and Faculty, shall be responsible at the end of each Period for collating feedback from students regarding the curriculum and the education process, and assembling that data into recommendations for presentation to the Curriculum Committee and subsequently to the Dean. Issues regarding Faculty performance are the responsibility of this committee.

d) *The Medical Student Evaluation and Promotion Committee* shall evaluate the overall performance of each medical student at the termination of each academic year and recommend to the Executive Associate Dean for Academic Affairs, the promotion, or other
appropriate action, of the student, and nominate medical students for certification of graduation. The nominations must be ratified by the Executive Associate Dean for Academic Affairs (see Table p.5) before presentation to the Dean of the HWCOM and finally to the President of the University for final action by the Board of Trustees.

e) The Bioethics and Conflict of Interest Committee shall be responsible for reviewing potential conflict of interest matters and developing management plans to manage conflicts.

f) The Appeals Committee shall consider appeals from determinations of the HWCOM Student Evaluation and Promotion Committee; the HWCOM Student Honor Council and such other committees as are provided for in the HWCOM Student Handbook. The Dean appoints the members of this committee.

g) The Council of Chairs shall act as an advisory body to the Dean.

h) The Affiliation Coordination Committees shall have those responsibilities established by contract with health care facilities with which the HWCOM has an affiliation.
PART IV: FACULTY RESPONSIBILITIES

A. Academic Freedom

The FIU HWCOM is committed to the definition of academic freedom contained in the American Association of University Professors’ 1940 statement of Principles on Academic Freedom and Tenure. The FIU HWCOM endorses and encourages the rights and obligations of its Faculty Members with regard to academic freedom. Academic freedom in the discourse between teachers and students is essential to the pursuit of knowledge and truth. Faculty Members, trainees, and staff are entitled to the free pursuit of scholarship and research, including publication, within the confines of legal and regulatory constraints and College and University policies. Faculty also have the freedom to express their personal ideas and opinions in public forums as long as there is the clear representation that the ideas and opinions do not necessarily reflect those of the University or the HWCOM.

B. Faculty Responsibilities

In addition to the provisions below regarding faculty responsibilities and the responsibilities outlined in the FIU Faculty Handbook, Faculty Members shall adhere to the "Guiding Principles" and "Teachers" provisions of the following:

a) Compact Between Teachers and Learners

HWCOM Compact Between Teachers and Learners of Medicine:
Adapted from the Association of American Medical Colleges

Preparation for a career in medicine requires the acquisition of a large fund of knowledge and a variety of professional skills inherent in the doctor/patient relationship. The following are the guiding principles of this contract:

1. Respect. Respect for all individuals is fundamental to the practice of medicine. Mutual respect between learners, as novice members of the medical profession, and their teachers, as experienced and esteemed professionals, is essential for nurturing respect.

2. Duty. Medical educators have a duty, not only to convey the knowledge and professional skills required for the delivery of the contemporary standard of care required of physicians, but also to inculcate the values and attitudes required for preserving the medical profession’s social contract across generations.

3. Integrity. The learning environments conducive to conveying professional values must foster integrity. Students learn enduring lessons of professionalism by observing and emulating role models who epitomize authentic professional values and attitudes.

Guiding Principles of the Educational Compact

The College is committed to promoting academic and professional success for learners and teachers at all levels. The achievement of such success is dependent on an environment free of actions and behaviors which can undermine the important missions of our institution. An atmosphere of mutual respect, collegiality, fairness, and trust is essential. Although both teachers and learners bear significant responsibility in creating and maintaining this atmosphere, teachers also assume responsibility for evaluating student work and modeling appropriate professional behaviors. Teachers must be ever mindful of this responsibility in their interactions with their colleagues, patients, and the students whose education has been entrusted to them.

Students, residents, faculty (full-time, part-time, and volunteer), and staff are informed about HWCOM policies regarding teacher-learner responsibilities, the Compact Between Teachers
and Learners of Medicine, and the Standards of Conduct for Medical Students via the HWCOM website and Student Handbook.

HWCOM Responsibilities of Teachers:

1. To treat all learners with respect and fairness
2. To treat all learners equally regardless of age, gender, race, ethnicity, national origin, religion, disability, or sexual orientation
3. To provide current materials in an effective format for learning
4. To be on time for didactic, investigational, and clinical encounters
5. To provide timely feedback with constructive suggestions and opportunities for improvement or remediation, when needed.
6. To grade/evaluate on factors related to performance, effort, or level of achievement
7. To be available for contact and timely response through various means of communication, including official university email, cellular phone, and accurate home phone and mailing address.
8. To respond to official email communications within 72 hours
9. To maintain high professional standards in all interactions with learners, patients, colleagues, and staff
10. To refrain from requesting learners to perform inappropriate personal errands unrelated to the didactic, investigational, or clinical situation at hand
11. To nurture both the intellectual and personal development of learners
12. To pursue confidential mental and physical support for any conditions that might compromise the learning environment and/or patient care
13. To abide by the values of the Herbert Wertheim College of Medicine
14. To adhere to all of the rules and responsibilities outlined in the HWCOM Student Handbook

HWCOM Responsibilities of Learners:

1. To treat all fellow learners and teachers with respect and fairness
2. To treat all fellow learners and teachers equally regardless of age, gender, race, ethnicity, national origin, religion, disability, or sexual orientation
3. To commit the time and energy to your studies necessary to achieve the goals and objectives of each course
4. To be on time for didactic, investigational, and clinical encounters
5. To communicate concerns and suggestions about the curriculum, didactic methods, teachers, or the learning environment in a respectful and professional manner
6. To maintain high professional standards in all interactions with fellow learners, teachers, and staff consistent with the Herbert Wertheim College of Medicine and FIU Student Standards of Conduct and the Honor Code
7. To notify the appropriate faculty and staff members in a timely manner of any problems that adversely affects the learning environment
8. To participate in the process of program evaluation, improvement, and development
9. To respond to official email communications within 72 hours
10. To be available for contact and timely response through various means of communication, including official university email, cellular phone, and accurate home phone and mailing address.
11. To take time to nurture one’s own intellectual and personal development
12. To pursue confidential mental and physical support for any conditions that might compromise achievement of one’s educational goals or patient care
13. To abide by the values of the Herbert Wertheim College of Medicine

Adopted: November 2007
Amended: October 6, 2010
b) **Teaching**

Each Faculty Member must be committed to excellence in fulfilling teaching responsibilities. Teaching responsibilities include, in addition to teaching assigned courses, preparing for class, punctual and faithful meeting of classes, keeping current with the developments in one's field(s), maintenance of office hours and availability to students for questions and discussion, developing syllabi, course materials and class assignments that make clear the Faculty Member's expectations of the students, devising meaningful and fair student evaluation procedures, providing students appropriate feedback in a timely fashion, and timely completing grading of exams and other assignments.

c) **Research and Scholarship**

Tenured and tenure-track Faculty Members are expected to engage in the enterprise of research and scholarship, and all other Faculty Members are encouraged to do so. Excellence in research and scholarship is critical to the success of the HWCOM's mission. It is expected that tenured and tenure-track Faculty Members will be productive scholars over their entire academic careers. Productivity does not refer solely to funding and quantity, but to quality as well. Scholarship efforts must be persistent and result in regular publication in appropriate journals. Faculty Members are encouraged to make regular presentations at conferences or other fora. It is expected that tenured and tenure-track Faculty Members will produce at least one significant journal article or the equivalent every year and will pursue external funding for research, including federally-funded grants, foundation grants and other philanthropic funding.

d) **Service and Patient Care**

The FIU HWCOM is a community whose effective operation depends in large part upon a Faculty Member’s willing commitment to serving that community. Clinician Faculty Members provide service through clinical care. In addition, all full-time Faculty Members are expected to perform tasks necessary to the efficient administration of the College, such as regularly attending faculty and committee meetings and fulfilling any appropriate assignments the Dean may give them. Assignments may include chairing or participating in one or more of the HWCOM's faculty committees. Full-time Faculty Members are also encouraged to involve themselves fully in the intellectual life of the HWCOM, such as by participating in seminars, assisting colleagues with their research, supplying assistance where needed to student organizations and programs, and by participating in other HWCOM functions. In addition, full-time Faculty Members are encouraged to participate in the governance of the University, and, where appropriate, in the intellectual life of the University.

As a public institution, the HWCOM's mission also includes service to the profession and the community through participation in local, state, national or international healthcare-related activities. Such activities are intrinsically valuable, and also inform the teaching and scholarship responsibilities of Faculty Members. The College thus expects professional service activities by all full-time Faculty Members.

A full-time position at the HWCOM (including related clinical practice, if appropriate) requires most of the Faculty Member's working time. Salary increases and promotions are dependent on the fulfillment of the Faculty Member's assigned teaching, research/scholarship and patient care/service responsibilities.
PART V: FACULTY TRACKS AND RANKS

A. Regular Faculty (Employed Faculty) Tracks

a) Tenure Track

Faculty on this track will have a major commitment to teaching and/or research/scholarly activities and are expected to achieve excellence in teaching and research and satisfactory service and/or patient care. The tenure track Faculty Members may be in Basic Science or Clinical departments, or in institutes or centers that have the authority to offer primary appointments.

Tenure Track Ranks: The following ranks are available for appointment or promotion of full-time faculty on the tenure track:

- Professor. The rank of Professor is a tenured appointment.
- Associate Professor. The rank of Associate Professor is normally a tenured appointment.
- Assistant Professor. The rank of Assistant Professor is a limited appointment until tenure.

b) Non-Tenure Eligible Tracks and Ranks

Faculty Members on the non-tenure tracks in the HWCOM are highly valued colleagues who participate in all academic missions of the College: education, research, patient care, and service. They are expected to serve on committees in the HWCOM and the University and in professional organizations relevant to their areas of expertise/interest. The assignment of responsibilities dictates the criteria upon which Faculty Members are evaluated and the basis on which decisions regarding promotion are determined.

i. Clinical Scholar (non-tenure-eligible): Faculty Members on this track will typically have a majority of their effort assigned to patient care and college-supported teaching but are expected to demonstrate some evidence of scholarly activity and service. The scholarly activity can be connected to work in the areas of clinical research, and medical student or resident/fellow education associated with clinical care.

ii. Research Scientist (non-tenure-eligible): Faculty Members on this track will be expected to have a majority of their effort devoted to research. The research activity of these Faculty Members will typically involve participation in a major laboratory or clinical research program. The attainment of extramural research support is encouraged but not a requirement for promotion.

Non-Tenure Track Ranks: The following ranks are available for appointment or promotion of full-time faculty on the Clinical Scholar and Research Scientist tracks. All are non-tenured appointments.

- Professor
- Associate Professor
- Assistant Professor
- Instructor

B. Volunteer Clinical Faculty

Faculty Members on this track serve in a volunteer capacity without financial compensation. Appointments are typically reserved for physicians with primarily patient care responsibilities. These Faculty Members are expected to contribute actively to the education and/or patient care programs of the HWCOM, and they participate in the efforts of clinical departments.
**Volunteer Clinical Ranks:** The following ranks are available for appointment or promotion of volunteer faculty. All are non-compensated appointments.

- Clinical Professor
- Clinical Associate Professor
- Clinical Assistant Professor
- Clinical Instructor

C. **Adjunct Faculty**

Faculty Members on this track may be employed on a part-time basis or may serve in a volunteer capacity without financial compensation. Appointments should be reserved for individuals from outside FIU who have completed their graduate education. These Faculty Members are expected to contribute actively to the educational and/or research programs of the HWCOM. Ordinarily this title is used by members in basic science departments.

**Adjunct Faculty Track Ranks:** The following ranks are available for appointment or promotion of full-time faculty on the Clinical Scholar and Research Scientist tracks. All are non-tenured appointments.

- Adjunct Professor
- Adjunct Associate Professor
- Adjunct Assistant Professor
- Adjunct Instructor

<table>
<thead>
<tr>
<th>HWCOM Faculty Tracks and Ranks</th>
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<tbody>
<tr>
<td><strong>Tenure Track</strong></td>
</tr>
<tr>
<td>Research Faculty</td>
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<tr>
<td>Professor</td>
</tr>
<tr>
<td>Associate Professor</td>
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<tr>
<td>Assistant Professor</td>
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<tr>
<td></td>
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<tr>
<td><strong>Non-Tenure Track</strong></td>
</tr>
<tr>
<td>Clinical Scholar &amp; Research Scientist</td>
</tr>
<tr>
<td>Professor (CS or RS)</td>
</tr>
<tr>
<td>Associate Professor (CS or RS)</td>
</tr>
<tr>
<td>Assistant Professor (CS or RS)</td>
</tr>
<tr>
<td>Instructor (CS or RS)</td>
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<tr>
<td>Clinical Faculty</td>
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<tr>
<td>Clinical Professor</td>
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<tr>
<td>Clinical Associate Professor</td>
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<td>Clinical Assistant Professor</td>
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<td>Clinical Instructor</td>
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<tr>
<td>Adjunct Assistant Professor</td>
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<tr>
<td>Adjunct Instructor</td>
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</tbody>
</table>

*Note: Parentheses for Internal Use only*
D. Changing Tracks

Ordinarily faculty will remain on the track to which they are initially appointed. However, rare and special circumstances may justify the transfer of a faculty appointment from one track to another.

a) Assistant Professors, Research Scientist Or Clinical Scholar Track To Tenure Track

When a Faculty Member with an appointment in the Clinical Scholar or Research Scientist track is transferred to the tenure track, the Faculty Member must be approved for tenure within a six-year period on the tenure track or the appointment will be terminated. In lieu of termination, in exceptional circumstances and at the discretion of the Department Chair and Dean of the HWCOM, the Faculty Member’s appointment may be changed back to the Clinical Scholar or Research Scientist track.

A request from a Chair for transfer of a faculty appointment at the Instructor or Assistant Professor level from the clinical or research track to the tenure track must be particularly well-justified in a letter to the Dean, and will be for the Faculty Member who has demonstrated the ability to satisfy the criteria for the tenure track, supported by documented evidence and a written statement from the candidate that he/she agrees with the transfer. A national search must still be made analogous to a new tenure track appointment from one outside FIU. When faculty appointments at the Assistant Professor level are transferred to the tenure track, credit for time in probationary status on the tenure track will be determined on a case-by-case basis.

b) Associate Professor And Professor, Research Scientist Or Clinical Scholar Track To Tenure Track

The academic teaching, scholarship, and service contributions of a senior Faculty Member whose appointment has always been on the research or clinical track may be of such quality and quantity as to satisfy the criteria for a transfer to the tenure track.

The Department Chair’s letter of request to the Dean will provide the justification for the transfer and will be supported by documented evidence. A national search must still be made analogous to a new tenure track appointment from one outside FIU. These individuals may be considered for tenure through the normal tenure review process in the cycle immediately following one year of service on the tenure track.

c) Tenure Track To Clinical Scholar Or Research Scientist Track

At the discretion of the Chair, a faculty appointment may be transferred from the tenure track to the clinical or research track with the written permission of the Faculty Member and the approval of the Dean. The Chair may request such transfer with justification in a letter to the Dean of the HWCOM co-signed by the Faculty Member. The request may be part of a nomination for promotion on the new track. Such transfers off the tenure track usually will be made for faculty whose accomplishments and career goals are better suited to the clinical or research track; their appointments will not be transferred back to the tenure track.
PART VI: GENERAL HWCOM INFORMATION

A. University Policies

Terms of appointment and matters of tenure and non-reappointment shall be governed by University policies. As an academic unit of Florida International University, the HWCOM is subject to the University's tenure and promotion policies, as approved by the FIU Board of Trustees. The HWCOM promotion and tenure policies and procedures set forth below provide additional content as to the University standards as they are to be applied to requests for promotion and tenure in the HWCOM, and shall be construed wherever possible as consistent with the University policies and procedures found at URL: http://academic.fiu.edu/docs/T&P%20Manual%20Final%202007.pdf.

The HWCOM policies are intended to clarify the College’s application of the University criteria and not intended to change or modify the University’s criteria. Consistent with those policies, individual Colleges are required to establish tenure and promotion guidelines that clearly and specifically articulate the standards and expectations for tenure and promotion. Individual departments will further articulate those standards with specific criteria for promotion and tenure in that department.

The considerations outlined below apply to the tenure track faculty at the HWCOM generally.

B. General Considerations Regarding Teaching, Research/Scholarship and Patient Care/Service

Tenure track candidates in the HWCOM for promotion and tenure must satisfy standards in each of three areas of faculty responsibility - teaching/educational scholarship, research/scholarship and patient care/service. This section is a general consideration of the standards for promotion and tenure in each of these areas of responsibility. Individual departments will delineate specific criteria in each of the three areas.

a) Teaching

While the HWCOM does not impose a unitary model of HWCOM teaching, there are certain qualities of good teaching that are often found in Faculty Members who excel at teaching. They include the ability to communicate effectively; a depth and breadth of knowledge of the subject matter; the ability to stimulate student interest in the subject and to inspire students; the ability to organize meaningfully individual class sessions and the entire course; the ability to display and provoke critical thinking; openness to questions and the ability to respond to questions effectively; accessibility to students outside of the classroom; selection or creation of appropriate teaching materials; an awareness and understanding of contemporary trends in medical education; effectiveness in evaluating student performance; and, last, but not least importantly, a respect for diverse perspectives in the classroom and in other interactions with students. In addition, the HWCOM values a Faculty Member's willingness to undertake new course assignments and overloads, and to assist with supervised experiences, small group and individual study.

It is expected that the excellence of the educator will be documented through student evaluations and receipt of teacher awards. In addition, the amount and significance of participation in departmental courses are measures of educational contributions. Faculty Members may bear a responsibility for the development of a particular curriculum or program. It is also recognized that most teaching in clinical Academic Units takes place in small groups; objective evaluations by students are considered by the Committee as well as any input from the candidate's department with documentation from acknowledged academic
peers. Faculty Members’ active involvement in the development of textbooks or other teaching materials or Continuing Medical Education are additional factors that would contribute towards the overall evaluation.

b) Research/Scholarship

As with teaching, the HWCOM does not mandate a particular model of medical research/scholarship. The quality of a candidate's research is the most important factor in evaluating the research product in connection with the tenure or promotion decision. The mere existence of funding and/or publication, standing alone, does not meet the requirements of this section. While it is impossible to delineate precisely the level of scholarship that will satisfy this requirement, the primary factor in the evaluation for promotion and/or tenure is related to the concept of "reputation among peers". Merit is an assessment of one's abilities by those who are actively engaged in similar efforts. Publication in peer reviewed journals and support derived from peer-reviewed, competitive grant requests are the **sine qua non** for an assessment of the research contributions needed for promotion. An evaluation of the publication and funding records by way of letters from outside references who are unbiased leaders in the candidate's field is imperative.

Other evaluation factors include participation in recognized national and international affairs related to one's discipline or clinical specialty. Membership on study sections or other review bodies of the National Institutes of Health, National Science Foundation, U.S. Department of Veterans Affairs, U.S. Department of Agriculture, and NASA and select private foundations are hallmarks of a national reputation in a particular field. Invited participation in national and international meetings demonstrates one's reputation among peers. Leadership of scientific societies and associations shows that one is well-regarded by professional colleagues.

The purpose of a publication record is to demonstrate the value of contributions to the advancement of scholarship and the discovery of new knowledge that is transmitted to professional colleagues. The publication record also confirms that the candidate has chosen a particular area of study and over time has become an expert in that area. Although the goal is to assess the value of the contributions of the candidate, it is often not possible to make a direct measurement. Consequently, indirect evaluations are frequently used. The HWCOM Appointment, Promotions and Tenure Committee will rely heavily upon the comments of external colleagues in the evaluation of the research and scholarly contributions of candidates.

The HWCOM Appointment, Promotions and Tenure Committee will be interested in the quality and importance of both laboratory and clinical research. Case studies, clinical findings, outcome and population-based studies, and so forth, are important to the missions of the HWCOM and are judged accordingly with other factors considered in the overall evaluation. It is preferred that such publications not be a random collection of reports but rather define areas of interest and expertise for the Faculty Member.

In order to conduct the investigations that result in publications demonstrating the candidate's contributions to the advancement of biomedical science, it is usually essential that outside support be obtained. The presence and level of such external research support are often taken as measurements of the candidate's merit for promotion. The amount of such support, although critical to the conduct of the work, need not be a reflection of the value of the research. Nevertheless, multiple funded grants impart a sense of stability to the candidate's program. Funds received as the result of a competitive review in which professional colleagues have made an independent assessment of the research ideas and direction of the candidate are looked upon as positive indications that promotion is merited.

c) Patient Care/Service

Clinical Faculty Members, whether tenure track or Clinical Scholar, would normally have a majority of their effort associated with patient care and service. All Faculty Members,
however, have service responsibilities that extend to the HWCOM and University communities, as well as to local, state or national association activities, community projects, and the like. While service on HWCOM committees is expected of all Faculty Members, a candidate who has engaged in extraordinary service to the HWCOM or University should be given credit for the work. Service alone, however, will not warrant promotion or tenure. Likewise, a candidate who has failed to perform ordinary and expected service to the College may be denied tenure and may have such failure taken into account in the salary review process.

Service to the profession through participation in local, state, national or international association activities, community projects and the like support the mission of the HWCOM and are therefore relevant in assessing the overall suitability of a candidate. However, mere membership in an organization or merely attending its meetings is not sufficient. To be considered, the candidate's activities must involve the candidate in a significant way in matters relating to health care delivery, medical education, public service or the like. Examples include providing leadership in professional organizations; presenting a research paper, or serving as moderator or discussant at professional meetings; preparing course materials or lecturing at continuing medical education programs; serving as an officer in a public interest organization; support of student activities having an educational or professional focus; and, professional participation in public service or governmental agencies.

C. General Considerations Regarding Tenure

Obligations incurred by granting of tenure are a long-term commitment by the HWCOM to the individual Faculty Member. It is, therefore, of paramount importance that those participating in this decision use great care in applying the criteria and implementing the procedures attending the grant of tenure, keeping in mind the need for fairness to the Faculty Member and the best interests of the HWCOM. It is also paramount for the individual Faculty Member to keep in mind, from the day that the Faculty Member begins employment with the HWCOM, that there is no entitlement to tenure, nor is there a presumption in favor of obtaining tenure. In fact, the burden at all times is on the Faculty Member to make the case for the grant of tenure. The policies for Tenure Credit or Tenure Upon Appointment are as follows:

a) Tenure Credit
   i. Faculty who join FIU after serving on the tenure track at another institution may be eligible for early consideration for tenure, potentially as early as the cycle immediately following the completion of one year of service.
   ii. Tenure credit of up to three years can be requested and must be approved by the Dean of the HWCOM.

b) Tenure Upon Appointment
   i. Anyone appointed with tenure must be subject to a thorough review and evaluation process within the department, school/college, and the university. This process must include an interview by the tenured members of the department as well as a vote and detailed letter describing the strengths and weaknesses of the candidate.
   ii. A file containing a detailed curriculum vitae, the departmental letter and vote, the recommendation and letter of the school/college committee and the Dean's evaluation and recommendation must be presented to the Provost before any offer of employment is made.
   iii. Tenured FIU employees who transfer within FIU and who are employed in the same or similar discipline may transfer their tenure if a vacancy exists and they are offered employment through the normal hiring process. For tenure-earning faculty, the amount of prior FIU service creditable toward tenure within FIU may, by mutual agreement, be all or part of such service.
iv. When a tenured FIU employee is transferred as a result of a reorganization within the university and is employed in the same or similar discipline in which tenure was granted, the employee's tenure shall be transferred to the new department.
PART VII: APPOINTMENTS

A. Tenured and Tenure-Track Faculty

Appointments of tenure track Faculty Members may be made at the level of Assistant Professor, Associate Professor or Professor, and with or without tenure or credit toward tenure, in accordance with the qualifications of the appointee. Untenured Faculty Members are at-will employees.

a) Qualifications

i. Associate Professor and Professors. Candidates for appointment as HWCOM Faculty at the level of Associate Professor and Professor must meet the requirements outlined in the Promotion and Tenure Manual of the University, and in the Promotion and Tenure policies of the HWCOM and the individual Academic Departments.

ii. Assistant Professor. Qualifications for this rank include a terminal degree appropriate to the specialization (normally a PhD or MD) demonstrated teaching ability or the promise of teaching ability, the potential for serious, sustained research/scholarship, and a commitment to service.

b) Search Process

A national search will be required for the recruitment of all tenure-track Faculty Members. The process adopted will be in accordance with the University policies outlined by the FIU Division of Human Resources.

c) Appointment Process

Appointments to tenure and tenure track faculty positions are recommended by the Dean of the HWCOM and approved by the Provost and President of the University. A candidate may be identified by the Dean or any member of the faculty and may be invited to the HWCOM for further consideration. During the campus visit, the candidate ordinarily should make a formal presentation to the Faculty Members and meet with interested Faculty Members in small groups and, separately, with the Dean. All available Faculty Members should have the opportunity to meet with the candidate. In addition, students, or some representative group thereof, ordinarily should have the opportunity to meet with the applicant.

B. Non-Tenure-Track Regular (Employed) Faculty, Clinical Scholar and Research Scientist Tracks

All Clinical Scholar and Research Scientist faculty appointments in the HWCOM are non-tenured, and their conditions will be stated in writing at the time of their initiation. All full time and part time non-tenured and non-tenure track employees shall be appointed as members of either the Clinical Scholar track or the Research Scientist track in the HWCOM. Conditions of appointment will be included in a written offer letter.

a) Clinical Scholar

i. Qualifications

- Instructor Candidates for appointment to the rank of Instructor on the Clinical Scholar track, will, if a physician, ordinarily not be board certified or have not completed subspecialty training. Non physician candidates will generally hold a degree less than a doctorate in the area of specialty in which such candidate is teaching. Candidates will
have an outstanding academic record and show promise to develop the characteristics to achieve higher ranks in this track.

- **Assistant Professor.** Candidates for appointment to the rank of Assistant Professor, Clinical Scholar track, will, if a physician, be board certified or eligible. Non physician candidates will generally hold a doctorate degree in the area of specialty in which such candidate is teaching. Each candidate must show promise to develop the characteristics to achieve higher ranks in this track.

- **Associate Professor.** Candidates for appointment to the rank of Associate Professor, Clinical Scholar track, shall additionally be outstanding in clinical professional service or teaching and at least good in scholarship. The qualifications for a candidate to this rank would be consistent with those required for promotion to this rank, which qualifications can be found in these Bylaws.

- **Professor.** For appointment to the rank of Professor, Clinical Scholar track, the candidate shall demonstrate continuous outstanding performance in service or teaching; a higher level of achievement in one or more of the other areas than a candidate for the rank of Associate Professor; and substantial achievements since the promotion to Associate Professor. The qualifications for a candidate to this rank would be consistent with those required for promotion to this rank, which qualifications can be found in these Bylaws.

**ii. Appointment Process**

Regular Faculty Member appointed in the non-tenure Clinical Scholar track shall be appointed by the Dean for a term of one academic year, renewable for additional academic years at the discretion of the Executive Associate Dean for Clinical Affairs and the Executive Associate Dean for Academic Affairs and upon approval of the Dean.

**b) Research Scientist**

**i. Qualifications**

- **Instructor.** Candidates for appointment to the rank of Instructor in the Research Scientist track will generally hold a terminal professional degree (usually the M.D. or the Ph.D. degree) in the field in which such candidate is active with evidence of the ability to contribute to current or planned research programs.

- **Assistant Professor.** Candidates for appointment to the rank of Assistant Professor in the Research Scientist track shall additionally have demonstrated academic promise sufficient either to become an independent investigator or to be a sustaining member of a program project team. The qualifications for a candidate to this rank would be consistent with those required for promotion to this rank, which qualifications can be found in these Bylaws.

- **Associate Professor.** Candidates for appointment to the rank of Associate Professor in the Research Scientist track shall be outstanding in scholarship and shall maintain this standard throughout their careers. Candidates will show evidence of peer-reviewed publications and usually participation in funded projects. The expectation is that a candidate will be serving in an integral role in a funded program. The qualifications for a candidate to this rank would be consistent with those required for promotion to this rank, which qualifications can be found in these Bylaws.

- **Professor.** For appointment to the rank of Professor in the Research Scientist track, the candidate shall demonstrate continuing outstanding performance in scholarship and substantial achievements since the promotion to Associate Professor. The expectation is that a candidate will be serving in an integral role in a funded program with publications and ideally a history of active independent funding.
ii. Appointment Process
Regular faculty appointed in the Research Scientist Tracks shall be appointed by the Dean for a term of one academic year, renewable for additional academic years at the discretion of the Executive Associate Dean for Academic Affairs, and, if a member of a clinical department, the executive Associate Dean for Clinical Affairs and upon approval of the Dean.

C. Voluntary Clinical Faculty Appointments
All volunteer faculty appointments in the HWCOM are non-tenured, and their conditions will be stated in writing at the time of their initiation. Adjunct Faculty Members may be awarded a voluntary Faculty appointment.

a) Qualifications

i. Clinical Instructor
• A Clinical Instructor holds a terminal professional degree, usually M.D. or Ph.D., and has completed all appropriate postdoctoral training.
• A Clinical Instructor has potential for a high level of ability in clinical practice and teaching in the departmental field.

ii. Clinical Assistant Professor
• A Clinical Assistant Professor meets the requirements for Clinical Instructor and, in addition, has usually completed specialty training.
• A Clinical Assistant Professor has a high level of ability in clinical practice and teaching in the departmental field, and the potential for clinical and teaching excellence in a subdivision of that field.

i. Clinical Associate Professor
• A Clinical Associate Professor meets the requirements for Clinical Assistant Professor and, in addition, has more extensive experience in clinical or professional practice in the field of specialization.
• A Clinical Associate Professor demonstrates consistently excellent teaching of medical students and/or trainees.

ii. Clinical Professor
• A Clinical Professor demonstrates a consistently excellent record in instruction of the students of this or other medical schools.
• In addition to meeting all the qualifications required of Clinical Associate Professor, an appointee is recognized, at least regionally and preferably nationally, as a leader in the professional field, as demonstrated both through professional activities and by documentation from peers.
• An appointee demonstrates recognized scholarly activity appropriate to the appointee’s clinical activities.
• An appointee will usually hold or have held positions of leadership in national professional organizations.
b) **Appointment Process**

Regular faculty appointed in the voluntary Clinical Faculty track and the Adjunct Research faculty track initially shall be appointed by the Dean for a term of one academic year, renewable for additional academic years at the discretion of the Executive Associate Dean for Clinical Affairs and upon approval of the Dean.

In all cases, voluntary clinical Faculty Members are expected to contribute actively to the educational and/or patient care programs of the HWCOM.

Clinical (volunteer) Faculty Members who also hold faculty appointments at other academic institutions must have the approval of their home institutions as well as the FIU Dean of the HWCOM to participate in research, submit research grants, or be listed as investigators on research grants at FIU. Research activities may require special arrangements such as contracts and other agreements.

c) **Use of FIU title**

Voluntary Clinical Faculty Members may not use their FIU title or FIU’s name or trademarks in advertising their private medical practice or in other commercial activity. Use of the FIU title on peer-reviewed publications, such as professional journal articles, books and chapters is encouraged. The use of FIU title on nonpeer-reviewed publications require transmission of proposed publication to the Executive Associate Dean for Academic Affairs who will submit a recommendation to the Dean for approval. Voluntary clinical Faculty may identify their affiliation with FIU on letterhead in the same manner that other affiliations are identified. Voluntary clinical Faculty may not directly or indirectly suggest by any means that they are providing clinical services on behalf of HWCOM without the prior approval of the Dean.

D. **Adjunct Faculty in the HWCOM**

Adjunct faculty appointments in the HWCOM are non-tenured, and their conditions will be stated in writing at the time of their initiation. They concurrently are expected to hold a primary faculty appointment of comparable rank at another institution of higher learning. They may receive compensation for part-time assignments, or may be serving on a volunteer, uncompensated basis.

a) **Qualifications**

i. **Instructor.** An Instructor holds the M.D., the Ph.D., or an equivalent terminal degree, and teaches students or trainees at another institution. An Instructor shows evidence of potential for effective teaching.

ii. **Assistant Professor.** An Assistant Professor holds the Ph.D. and/or M.D., or equivalent degree and currently holds an equivalent rank at another institution. An appointee has potential for superior teaching and research, and service.

iii. **Associate Professor.** An Associate Professor holds the Ph.D. and/or M.D., or equivalent degree and an equivalent title at another institution. An appointee to the rank of Associate Professor is assumed to have to be able to maintain a high level of performance as a teacher and, as appropriate, basic science or clinical investigator, and/or clinician.

iv. **Professor.** A Professor holds the Ph.D. and/or M.D., or equivalent degree and an equivalent title at a similar institution. An appointee to the rank of Professor is assumed to have and to be able to maintain a high level of performance as a teacher and, as appropriate, basic science or clinical investigator, and/or clinician.

b) **Appointment Process**

Appointments to the ranks of Adjunct Instructor through Adjunct Professor should be reserved for individuals who hold a primary appointment at another institution. Adjunct
Faculty Members are expected to contribute actively to the educational and/or research programs of the HWCOM. Adjunct Faculty Members initially shall be appointed by the Dean for a term of one academic year, renewable for additional academic years at the discretion of the Executive Associate Dean for Academic Affairs, and upon approval of the Dean. They must have the approval of the FIU Dean of the HWCOM to participate in research, submit research grants, or be listed as investigators on research grants at FIU. Research activities may require special arrangements such as contracts and other agreements. Responsibilities may include general oversight of all laboratories and teaching and mentoring of medical students.
PART VIII: PROMOTION AND TENURE

A. Process, Tenure Track

a) Faculty Application

A Faculty Member is eligible for tenure through the normal tenure review at any time if the department deems that the candidate meets the prerequisites. Each Faculty Member eligible for promotion or tenure shall submit a file for promotion or tenure in accordance with these policies, those of his or her academic department, and with Part III: The Tenure/Promotion File of the FIU Tenure and Promotion Manual, as may be amended or redesignated from time to time.

b) Departmental Responsibilities

i. The Department to which the candidate has been or will be appointed will first review the applicant file and provide a recommendation for, or not for, promotion and tenure.

ii. Each Department Chair shall appoint a Promotions and Tenure Committee. The Committee will ordinarily be consisted of all tenured Faculty Members in the department.

iii. Tenured Associate Professors and tenured full Professors may vote on tenure applicants in the Assistant to Associate Professor promotion and tenure process.

iv. Only tenured full Professors may vote on promotions to Professor.

v. The Chair will vote as a member of the department in the case of fewer than three eligible Faculty Members. In the case of more than three eligible Faculty Members, the Chair will provide an independent review and documented recommendation for the file. In the event that there are fewer than three members (including the Chair), the Dean shall appoint tenured Faculty Members from other Departments in the HWCOM to constitute the departmental tenure and promotion committee until there are a sufficient number of tenured members of the department in question.

vi. Department policy will address who may be present at the meeting to discuss promotion and tenure files, and whether faculty may attend via the phone. Voting by proxy is not permitted.

vii. The file will then move forward to the Appointment, Promotion and Tenure Committee at the HWCOM regardless of the Department's recommendation.

c) Appointment of HWCOM Tenure and Promotion Committee

The Initial (founding) HWCOM Appointment, Promotion, and Tenure committee shall conform to FIU policies. The HWCOM Appointment, Promotion and Tenure Committee shall have a minimum of three (3) members.

When there is a sufficient number of Faculty Members, this committee shall consist of 60% of members chosen by the Dean and 40% of members from a list voted upon by the Faculty Assembly. For its portion the Faculty Assembly shall forward two names for every slot available; the Dean shall select from this list.

The Dean shall appoint the chair of the committee once the composition of the committee is known. The Committee chair will then identify one Committee member as the primary reviewer for each applicant file. This individual shall perform a detailed evaluation of the file of the candidate and present the file to the full Committee for evaluation. The Chair of the department is expected to present if his/her Faculty Member is a candidate for tenure.
d) **Charge of the HWCOM Tenure and Promotion Committee**

i. **Evaluation of Scholarship.** In evaluating the candidate's scholarship, the HWCOM Appointment, Promotion and Tenure Committee shall seek an assessment of the major scholarly works produced by the candidate while at FIU or during years for which tenure-earning credit has been granted. Other scholarly works may also be considered and reviewed. They may consider evaluations prepared in connection with a candidate's application for tenure or promotion at another institution with respect to scholarly works produced by the candidate before coming to FIU.

ii. **External Reviews.** The Committee will identify no fewer than eight external reviewers from whom to solicit evaluations of the candidate's work. The number of letters to be included in the file will depend on the rank. Examples:

- Three letters from tenured Assistant to Associate Professor; or for appointment to Associate Professor
- Six from Associate to Full Professor; or for appointment to Professor
- The Evaluation and Promotion Table below summarizes requirements for other ranks

No more than two of these names will come from a list provided by the candidate, who must disclose his or her relationship to the listed reviewers. The outside reviewers should be informed of the HWCOM's scholarship standard for the relevant rank or for tenure and asked to review the scholarly work in relation to the applicable standard. The reviews, and any responses by the candidate, shall be part of the candidate's file for promotion or tenure. In addition, each scholarly work submitted for consideration shall be made available for review by all members of the Appointment, Promotion and Tenure Committee.

The results of the HWCOM Appointment, Promotion and Tenure Committee vote and the basis for the Committee's recommendation shall be transmitted to the Dean in a written report prepared by a Faculty Member or members designated by the chair of the Committee. Any dissenting views must be similarly reported to the Dean.

e) **The Dean**

The Dean shall make his or her independent review of the candidate's application and file, and determine whether to recommend the candidate to the Provost for promotion or tenure. The Dean shall notify the candidate of his/her decision.

B. **Promotion Requirements, Tenure Track**

Candidates for promotion to tenure-track and Faculty Members receiving tenure must satisfy standards in each of three areas of faculty responsibility - teaching, research/scholarship and service or clinical care. They should be ranked at least good in each, and excellent in at least one. (Additional information will be found in the University Tenure and Policy Manual and in Departmental policies and procedures).

a) **Promotion from Assistant to Associate Professor, HWCOM, Tenure Track**

An Assistant Professor typically is eligible for promotion to the rank of Associate Professor at the end of the fifth full year of the candidate's service at the HWCOM, but no later than at the end of the sixth year of tenure-earning service, including any prior service credit granted at the time of initial appointment.

When a Faculty Member is credited with tenure-earning service at the time of initial appointment, the Faculty Member may withdraw all or a portion of such credit one time prior to formal application for promotion. If an Assistant Professor has not been promoted by the end of the Faculty Member's sixth year of tenure-earning service, including any prior service credit granted at the time of initial appointment but not withdrawn, such Faculty Member shall be terminated at the end of the next academic year. Under occasional special circumstances, the
Committee and/or the Dean may make a recommendation to allow a candidate to extend their tenure track period by one year.

A candidate for promotion to the rank of Associate Professor of Medicine must meet University requirements for the level and, among these requirements, must establish:

i. A commitment to excellence in scholarly research and publication, normally demonstrated in external funding and scholarly work published or accepted for publication. Examples of research and scholarship activities:
   - Scholarly publications and research productivity (laboratory, clinical or educational) should be evaluated based on originality, scientific competence and convincing documentation.
   - Original publications – reviewers will consider senior authorship, quality of peer-reviewed journals and impact on field in addition to the actual number of publications.
   - For Faculty Members with a major time assignment to research, evidence of peer-reviewed external funding.
   - Clinical program building and excellence in clinical research. Scholarly publications and clinical trials should be evaluated for their contributions to advancing the practice of clinical medicine.

ii. A record of significant clinical career service, including HWCOM committee work, student advisory responsibilities, participation in the life of the HWCOM community, and the potential for significant participation in local, state, national or international association activities, community projects or the like. For Faculty Members with assignments to patient care, the candidate should not only display scientific knowledge and the technology of his/her field, but also should be skilled in the techniques of delivery of health care. There must be evidence of:
   - Excellence in patient care, as demonstrated by student, resident and fellow evaluations. Other documentation can be supplied by receipt of clinical awards.
   - Local, regional, or national recognition by peers as an excellent clinician or consultant; evidence of a high level of competence and accomplishment in clinical service.
   - Development and maintenance of clinical skills and/or programs that provide unique local or regional services; programs highly evaluated by patients or programs that measurably improve patient outcomes.

iii. Excellence in teaching normally demonstrated through strong student evaluations, awards, participation in development of teaching materials and elements of the curriculum, and collegial participation in teaching teams in integrated courses. Priority should be accorded to the candidate’s teaching skills, having a positive influence on students, and mastery of his/her field. Teaching evaluations from students, residents, fellows, and peers will be used as a major criterion for assessment. Specific evaluation criteria will include:
   - Teaching evaluations must achieve or preferably exceed the departmental average.
   - Positive evaluation of performance in academic advisement and mentoring of students.
   - Positive evaluation of the career development of clinical trainees.
b) Promotion from Associate Professor to Professor, HWCOM, Tenure Track

A consideration for a promotion to Professor follows continued exemplary academic service to the College and University in all assigned missions. An Associate Professor in the HWCOM is eligible for promotion to the rank of Professor at any time upon meeting all of the criteria for Associate Professor plus demonstrating evidence of more extensive productivity in the area of scholarly activity. Candidates must show:

i. **Continuous progressive excellence** in scholarly research and publication, as evidenced by persistent scholarly effort and a pattern of regular publication of substantial scholarly works; and national/international recognition of the candidate's work, and an impact on the development of a discipline.

ii. **Strong commitment** to excellence and creativity in teaching and student learning.

iii. **Nationally recognized** clinical program and excellence in clinical research. Clinical trials and related scholarly publications should be evaluated for their contributions to advancing the practice of clinical medicine.

iv. **A record of substantial service** to the HWCOM and the university community, and significant participation in local, state, national or international association activities, community projects or the like including a sustained record of participation within the collegial system of governance by holding positions on HWCOM and university committees or other University-wide activities, such as the Faculty Senate.

c) Exceptions

These standards may be modified when it is intended and expected that a candidate's paramount function will not be to contribute directly to the teaching and scholarship missions of the HWCOM, but rather to perform in an administrative capacity.

C. Promotion Requirements, Non-Tenure Track

a) Clinical Scholar Track

This track differs from the tenure track in that achievements in patient care and teaching form the major basis for appointment and promotion. Promotions can be attained when the candidate performs in an exemplary fashion in one area and is deemed competent in the other. The candidate’s performance must extend beyond the routine and must reflect special contributions to the HWCOM’s mission. These contributions must be pursued in a documented scholarly manner. Publications are expected to be fewer than for tenure track of comparable rank. Scholarship, teaching, and professional service are requisites for promotion to Associate Professor or Professor on the Clinical Scholar track. The balance among accomplishments within each criterion below may vary considerably from one candidate to another, but achievements in accordance with the requirements above must be present before appointment or promotion is granted. It is not necessary that a candidate achieve each and every example under these criteria.

i. **Promotions from Assistant Professor to Associate Professor and from Associate Professor and Professor.** To qualify for appointment or promotion to Associate Professor or Professor on the Clinical Scholar track, the greater emphasis will be placed on teaching or professional service, although accomplishments in scholarly activity and the scholarly approach to medical practice and education are expected of all Faculty in senior ranks on the Clinical Scholar track.

ii. **Scholarship.** Faculty Members are expected to maintain scholarship at least at the level achieved for promotion throughout their careers. Examples of scholarship include:
• Demonstration of a scientific, scholarly approach to a major field of clinical or basic science endeavor or medical educational research.

• Continuing productivity evidenced by peer-reviewed publications demonstrating appropriate scientific method, analysis, and evaluation of results of biomedical problems or educational approaches, with consideration of quality as well as quantity.

• Participation in the publication or reports of research, case studies, and other observations in leading medical journals, with consideration of quality as well as quantity.

• Authorship of important review articles, chapters, and/or books.

• Ability to stimulate trainees toward scholarship in medicine and medical practice.

• Evidence of success in obtaining extramural research support.

iii. Teaching. Faculty Members are expected to maintain teaching performance at least at the level required for promotion throughout their careers. Examples of teaching include:

• Preparation and presentation of material in a well-organized, current, and stimulating fashion as viewed by senior faculty of the Department and HWCOM.

• Continuous positive evaluations by students.

• Effective mentoring and project direction for HWCOM students.

• Participation in the design, organization, and/or presentation of a major course, clinical rotation, or subdivision thereof.

• Ability to evaluate and counsel medical students.

• Appropriate participation in continuing medical education activities.

• Effective mentoring of other faculty.

• Recognition as an academic role model and mentor for medical students.

• Demonstrated enthusiasm and capability in involving patients in the teaching setting.

iv. Patient Care/Service. Faculty Members are expected to provide and maintain standards of professional service at least at the level achieved for promotion. Examples of professional service include:

• Provision of high-quality patient care in the chosen specialty of the Faculty Member.

• Performance as a professional role model for medical students and house officers.

• Additional specialty board certification.

• Membership and participation in the committees and governance of regional or national professional societies of the Faculty Member's field.

• Effective participation in local professional societies.

• Participation in lay and community services, when appropriate.

• Effective participation in the committees of the Faculty Member's Department, the HWCOM, and/or the University.

• Participation in committees and bodies advisory to government agencies and foundations.
• Important contributions as a Faculty Member in the operation and development of the Department and/or HWCOM.

b) Research Scientist Track

Promotions in the Research Scientist track will be based on research accomplishments and professional experience. Candidates for promotion to Associate Professor, research track should have research publications and demonstrated productivity as a team member. Scholarship is a requisite for promotion or appointment as Associate Professor and Professor on the Research Scientist track, and teaching and professional service may be required and considered. The requirements would be less than those considered for appointment or promotion to equivalent tenure track rank. To qualify for appointment or promotion to Associate Professor or Professor on the Research Scientist track, the greater emphasis will be placed on scholarly activity. Evidence of teaching or professional service will be considered for those candidates whose Departments expect performance in these areas.

i. Promotions from Assistant Professor to Associate Professor and from Associate Professor to Professor. To qualify for appointment or promotion to Associate Professor or Professor on the Research Scientist track, the greater emphasis will be placed on research activities and teaching.

ii. Scholarship. Faculty Members are expected to maintain scholarship at least at the level required for promotion throughout their careers. Examples of scholarship include:

- Demonstrated ability to participate in a scholarly research program funded in large part by external agencies.
- Recognizable research objectives with evidence of past and future prospects for external research support.
- Demonstrated service in collaboration with other University research programs.
- Demonstrated ability to stimulate degree candidates and guide their research endeavors.
- Effective mentoring and project direction for students.
- Publication of research reports in leading refereed journals, with consideration of quality as well as quantity.
- Authorship of important review articles, chapters, and/or books.
- Independent success in obtaining extramural research funding.

iii. Teaching. In Departments that expect research track Faculty Members to teach, Faculty Members are expected to maintain teaching performance at least at the level required for promotion throughout their careers. Examples of teaching may include:

- Preparation and presentation of material in a well-organized, current, and provocative fashion as viewed by senior Faculty Members of the HWCOM and Department and by students.
- Assistance in the design, organization, and/or presentation of a course, seminar series, or subdivision thereof.
- Ability to mentor and counsel medical students.

iv. Patient Care or Service. Physician Faculty Members are expected to provide and maintain service at least at the level achieved for promotion. Examples of professional service for Research Scientist track faculty include:

- Excellence as a scientist and ability to serve as an academic role model and mentor for medical, allied health, and graduate students and/or other trainees.
• Membership and participation in regional or national scientific societies in the Faculty Member's field.
• Effective participation in the committees of the Faculty Member’s Department, the HWCOM, and/or the University.
• Important contributions as a Department member and Faculty Member in the operation, development, and improvement of the Department and/or HWCOM.

D. Requirements for Promotion - Adjunct and Voluntary Clinical Faculty

a) Adjunct Faculty

i. **Adjunct Associate Professor.** As voluntary or part-time members of the faculty, Adjunct Associate Professors shall exhibit high levels of skill as teachers and/or investigators. They shall contribute actively to the educational and/or research programs of the HWCOM, and they shall demonstrate the ability to stimulate students and trainees toward a scholarly approach to the biomedical sciences. Examples of teaching and scholarship include:
   • Preparation and presentation of material in a well-organized, current, and stimulating fashion as viewed by senior faculty of the School and Department and by students and/or house staff.
   • Effective participation in scholarly activities as an investigator or collaborator.
   • Ability to counsel medical, allied health, and graduate students or house staff.
   • Appropriate participation in doctoral, graduate, allied health, medical, or continuing medical educational activities.
   • Successful mentoring and project direction for students.

*NOTE:* It is not necessary that a candidate achieve each and every example listed above.

ii. **Adjunct Professor.** Adjunct Professors shall have achieved undisputed recognition as outstanding teachers and/or investigators. They shall have demonstrated leadership in the design, organization, and presentation of material, or significant contributions in the research programs, and they are expected to continue to contribute to the formal educational and/or research programs of the HWCOM. They should demonstrate a more distinguished level of accomplishment and a longer record of academic involvement than an Adjunct Clinical Associate Professor.

b) Clinical Voluntary Faculty

i. **Clinical Instructor.** This category is typically reserved for physicians who are in training or health providers who lack a doctoral degree.

ii. **Clinical Assistant Professor.** Faculty Members in this category will be expected to have completed subspecialty training, be board eligible or certified, and show promise of being productive Faculty Members.

iii. **Clinical Associate Professor.** As voluntary members of the faculty, Clinical Associate Professors shall exhibit high levels of skill as practitioners and/or teachers. They shall contribute actively to the educational and/or clinical programs of the HWCOM, and they shall demonstrate the ability to stimulate students toward a scholarly approach to medical practice. Such clinical faculty should provide high-quality patient care, as judged by their peers, and should willingly involve their patients in teaching activities. Examples of teaching and professional service include:
• Preparation and presentation of material in a well-organized, current, and stimulating fashion as viewed by senior faculty of the School and Department and by medical students.
• Participation in medical courses, clinical rotations, and programs in conferences, lectures, seminars, and at the bedside.
• Ability to counsel medical students.
• Recognition as a clinical role model and mentor for medical students.
• Demonstrated enthusiasm and capability in involving patients in the teaching setting.
• Provision of skilled, high-quality, and compassionate medical service.
• Participation in lay and community services, when appropriate.
• Cumulative interaction with trainees beyond a target number of hours to be set by individual Departments.

**NOTE:** It is not necessary that a candidate achieve each and every example listed above.

iv. **Clinical Professor.** Clinical Professors shall have achieved undisputed recognition as outstanding teachers and clinicians on the voluntary track. They shall demonstrate efficiency in design, organization, and presentation of material, and they shall continue to contribute to the formal teaching programs of the HWCOM. They should demonstrate a more distinguished level of accomplishment, a longer record of academic involvement than a Clinical Associate Professor, or a much larger number of contact hours. They are expected to have received national recognition as evidenced by service as an officer in a national organization, or having displayed exceptional peer-recognized academic contributions for voluntary track.
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**Promotions of Regular Faculty (Full time tenure and non-tenure tracks)**

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**Promotions of Voluntary And Adjunct Faculty**

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**Change in Track**

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**NOTE:** NTT = "Non-tenure Track", CS = "Clinician Scholar", RS = "Research Scientist" *This requirement is waived for those holding a concurrent appointment as Professor at another academic institution.

Adopted: November 2007
Amended: October 6, 2010
PART IX: FACULTY TENURE TRACK EVALUATIONS AND MAINTENANCE OF STATUS

At the HWCOM, it is expected that each Faculty Member, both tenured and untenured, will satisfactorily discharge his or her responsibilities throughout the length of his or her service at FIU. It is further expected that as each Faculty Member advances in rank and seniority, the Faculty Member will effectively fulfill the commensurately greater responsibilities attending his or her advanced status. The following policies are enacted to ensure the Faculty Member's development and effective service at the HWCOM:

A. Student Evaluations

In accordance with the University policy, students complete an evaluation form for each course at the end of the course. The information will be provided to the Curriculum Evaluation Committee, who will process and compile it for presentation to the Curriculum Committee. Upon processing and compilation of the results, the original forms will be given to the Executive Associate Dean for Academic Affairs for review. They will become part of the Faculty Member's evaluation file for purposes of rank and tenure evaluations, annual review, maintenance of status and, where relevant, any determination of dismissal. A copy of the student evaluations shall be given to the Faculty Member in timely fashion.

B. Annual Report

   a) Self-evaluation

   Each Faculty Member, tenured and untenured, shall prepare for his/her Chair an Annual Report. The report shall enumerate his or her activities for the past year in the areas of teaching, research and service. More specifically, the report shall include such matters as the courses taught, any course materials developed, any publications completed or in progress, presentations made, other professional activities, civic and community activities, and any other information the Faculty Member believes is relevant to his or her service at the HWCOM. In addition, the Faculty Member should outline his or her goals and anticipated projects for the next academic year in the areas of teaching, research and service.

   b) Chair's Review

   The Chair shall review each annual report and meet with the Faculty Member to discuss the Faculty Member's activities, student evaluation forms, and goals and projects. At the time of this meeting the Chair shall indicate any areas in which the Faculty Member is deficient or otherwise has need for improvement, and convey any suggestions for improvement or paths for development the Dean might have for the Faculty Member. The Chair shall also prepare a written annual evaluation of each Faculty Member. The Faculty Member shall have the opportunity to discuss the written evaluation, attach concise comments and sign it, upon which it will be forwarded to the Executive Associate Dean for Academic Affairs.

   c) Progress Towards Tenure

   A Faculty Member eligible for tenure shall be apprised in writing once each year of his or her progress toward tenure. These appraisals are not binding upon the HWCOM or the University and shall be included as a separate component of the annual evaluation.

   In any year in which an untenured Faculty Member is not up for promotion or tenure, the Dean may ask the chair of the Appointment, Promotion and Tenure Committee to appoint a
subcommittee to make a recommendation to the Dean regarding whether the faculty member's employment should be continued, or terminated at the end of the next year.

C. Third-Year Review

Tenure-track Faculty Member in the College will have a third year review. The purpose shall be to provide the Faculty Member with an overall assessment of progress toward tenure based upon the norms of the discipline. This review shall be qualitatively different and more comprehensive than the annual evaluation.

a) Composition of Third-Year Review Committee

The Third-Year Review Committee shall consist of three tenured Faculty Members of the tenure-granting department/school, plus the chair of the department. In cases of a Faculty Member on a joint appointment, a member of the second unit will be added to the Third-Year Review Committee of the tenure-granting department/school. In the event that there are fewer than three members (including the Chair), the Dean shall appoint tenured Faculty Members from other Departments in the HWCOM to constitute the departmental tenure and promotion committee until there are a sufficient number of tenured members of the department in question.

b) Contents

The assessment shall focus on the three areas of faculty performance: teaching, research/scholarship, and patient care/service. The assessment will be both qualitative and, to the extent possible, quantitative, and comprehensive over the three years of performance. The assessment shall evaluate whether the record in the three performance areas indicates progress toward expected levels of productivity at the time of tenure. The Third-Year Review shall include a written report from the Committee, with separate comments from the Chair that reflects the Committee’s deliberations and identifies any deficiencies in the Faculty Member’s record. The report shall also contain recommended changes in emphases or priorities that may remedy deficiencies. The report shall be signed and dated by the Chair and the Third-Year Review Committee and distributed to the Faculty Member. The Faculty Member shall return the review, signed and dated (signature indicates receipt and does not imply agreement with the report’s contents). The evaluated Faculty Member may provide a written response to be attached to the Third-Year Review report.

c) Student Criteria

The University, HWCOM and Departmental criteria for promotion and tenure are established and copies are provided to Faculty Member at the time of employment. Each department may establish and promulgate its discipline’s tenure norms as a basis for the Third-Year Review, including a statement of the relative roles of teaching, research/scholarship, and service/patient care in the duties of tenure-track Assistant Professors, consistent with overall University criteria.

d) Document Placement

The Third-Year Review document shall become part of the Faculty Member’s personnel record in both the departmental and the Dean’s offices. The Dean shall not customarily forward the Third-Year Review as part of a tenure package, although the Faculty Member shall be made aware that such documents cannot be withheld from the Provost if requested.

D. Sustained Performance Evaluations

Once the Faculty Member has achieved tenure, and independently of any review process associated with a requested promotion, the Faculty Member shall be formally reviewed every five
years. The preliminary evaluation process shall be undertaken by a committee of not more than three tenured Faculty Members of the same or higher rank, appointed by the Dean. The committees shall evaluate all areas of faculty responsibility: teaching, research and clinical care/service. The Faculty Member being evaluated shall submit to the committee:

i) A current curriculum vitae.

ii) A description of the Faculty Member's teaching activities from the time of last evaluation.

iii) A description of the Faculty Member's scholarly activities over the same time period, as well as copies of any publications if requested.

iv) A description of service to the HWCOM, the profession, and any civic and community organizations.

The evaluation of scholarship may, but need not, include reviews of scholarly work by those outside the HWCOM who have written and/or otherwise established a reputation as knowledgeable in the field of the Faculty Member's scholarly activity.

The standards against which the Faculty Member's performance is to be measured are those established for attaining the rank and status then possessed by the Faculty Member. After gathering the necessary information, the committee shall report to the Dean its findings with respect to whether the Faculty Member has performed in accordance with the governing standards.

Thereafter, with the benefit of the committee's work, the Dean shall make the Faculty Member's own evaluation of the Faculty Member's performance of his or her obligations and discuss with the Faculty Member those conclusions, including noting areas where improvement is needed or might be effected, and any opportunities for development. The determination that the Faculty Member is or is not properly discharging his or her obligations may affect such matters as the Faculty Member's compensation and course load, as well as the availability of research leaves and sabbaticals.

E. Dean-Appointed Subcommittee

If the Dean at any time believes that a tenured Faculty Member may not be satisfactorily performing the Faculty Member's duties, the Dean may ask the chair of the Promotion and Tenure Committee to appoint a subcommittee to submit a report evaluating the Faculty Member's performance.
PART X: SABBATICALS AND OTHER LEAVES

A. Sabbaticals

a) Definition and Purpose

The purpose of the sabbatical leave of absence is to aid the recipient in developing his or her skills as a teacher, scholar or administrator. Sabbatical leaves of absence, while recognizing previous service to the institution, are not to be considered an entitlement to which a Faculty Member is due solely on the grounds of length of service. At all times the decision as to whether to grant a sabbatical leave shall be within the discretion of the Dean, contingent upon funds and feasibility of returning to prior pursuits (e.g. clinical practice).

b) Basis for Granting

All sabbatical leaves of absence shall be based upon a written application submitted to the Dean of the HWCOM. The application shall include a detailed outline of the research or other project the Faculty Member intends to undertake or conclude during the proposed leave time and shall state the nature of the report to be written to the HWCOM upon completion of the leave.

c) Other Compensation

Only tenured, full-time faculty members are eligible for sabbatical leaves. A request for sabbatical leave must be approved by the Dean, and further approved by the Provost. The number of sabbatical leaves that may be granted in any given year (if any) shall be determined by the Dean and subject to approval of the Provost.

d) Terms of Leave

i. Compensation and Term. Sabbatical pay may be provided for 100% time for up to half of a year or 50% time for a year. Pay in this case is defined as the normal contractual rate to which the recipient would be assigned if working full-time in that particular academic year excluding incentive-based clinical income. During the terms of a sabbatical leave the HWCOM will maintain its contributions to the retirement program, health and life insurance, social security, or any other specified benefit that the Faculty Member is receiving. Through continued payroll assessments, the Faculty Member shall continue to pay his or her share of funds for those programs.

Sabbatical leave is not intended to augment the recipient's income. Recipients may not use sabbatical leave time for teaching at another institution except in unusual cases specifically approved in advance. If such activity will occur for remuneration during the sabbatical, such work shall be included in the proposal requesting leave. Receipt of a grant for the purpose of accomplishing the purpose of the sabbatical or extending its length shall not be considered additional compensation to the extent that it does not provide compensation to the recipient exceeding the difference between the pay which would have been paid by the HWCOM for full-time employment and the sabbatical leave pay to be received. To the extent that the grant does exceed such difference, the HWCOM sabbatical leave compensation shall be correspondingly reduced. Any waiver of the foregoing policy shall be approved based solely upon the benefit to be derived by the HWCOM.

ii. Return to Service at the HWCOM. As a condition to the granting of sabbatical leave, the recipient will ordinarily be required to return to service at the HWCOM for at least one academic year following the sabbatical period. Recipients of sabbatical leave compensation who fail to complete their contractual obligation of one year of service...
following such leave shall be required to repay such compensation to the HWCOM unless prior arrangements have been agreed upon in writing by the Dean.

iii. **New Service Period.** When a sabbatical leave has been approved and completed, resumption of service to the HWCOM shall begin a completely new service period for the purpose of determining eligibility for further sabbatical leave. Time spent on leave of absence shall not be counted toward years of service required for eligibility for sabbatical leave.

**B. Research Leaves**

Any member of the tenured and tenure-track faculty may request a leave of absence for research purposes. The Faculty Member seeking such a leave should make the request in a letter to the Dean, stating the purpose of the leave and the period for which a research leave is requested. A request for research leave is ordinarily granted for a period of one year or less.

The granting of such a leave is within the discretion of the Dean and subject to approval of the Provost, and should be based upon the merit of the request and the needs of the HWCOM. Compensation during this period will be determined as a part of the consideration process for the leave.
PART XI: GRIEVANCE

Other than as provided by the state of Florida and federal law and University policies, Faculty grievances shall be informally resolved, and may be brought to the attention of a Department Chair, the Executive Associate Dean for Academic Affairs or the Dean. If not resolved informally, grievances may be brought to the attention to Department Chair, Executive Associate Dean for Academic Affairs, or the Dean.
PART XII: COMPLIANCE, CONFLICT OF INTEREST AND RESEARCH

All Faculty Members shall comply with applicable state and federal laws, University policies, and HWCOM policies including, without limitation, compliance with laws and conflict of interest. Specifically, all full-time and part-time Faculty Members and all research-qualified volunteer Faculty Members will adhere to all University and College policies with respect to the conduct of research (Office of Sponsored Research Administration (OSRA) Guidance), including, **but not limited to**, Institutional Review Board (IRB) policies and procedures for the use of human subjects, Institutional Animal Care and Use Committee (IACUC) policies and procedures, conflict of interest policies and all policies related to the management of grants and contracts. This includes the commitment to maintain appropriate training in human subjects and/or animal research, grant and contract management and submitting a Conflict of Interest disclosure annually or more often as applicable.

All full-time, part-time and research-qualified volunteer Faculty Members must submit all research-related grants and contracts, regardless of funding source and location of work, through the University’s OSRA, and understand that awards must be made to the University and any and all associated funding must be payable to the University. Faculty wishing to pursue research through alternative channels must seek approval from OSRA in writing prior to submission.