



Herbert Wertheim College of Medicine
FLORIDA INTERNATIONAL UNIVERSITY

Faculty Bylaws

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Part I. General Provisions

A. Dean of Herbert Wertheim College of Medicine

The Dean of Herbert Wertheim College of Medicine is appointed by the Provost of Florida International University and serves as chief administrative officer of Herbert Wertheim College of Medicine (HWCOC). The Dean shall administer the college in accordance with applicable laws, regulations, and policies and with these faculty bylaws. The Dean has the authority to carry out the responsibilities of his or her position, including but not limited to developing, approving, and implementing policies; administering HWCOC budget; and providing leadership in pursuit of the college's medical education and research missions and strategic initiatives. The Dean may delegate any of his or her responsibility or authority to another member of the HWCOC Faculty or to a committee comprising HWCOC Faculty.

B. Composition of Faculty

1. **The Faculty** of HWCOC consists of full-time and part-time faculty who are appointed to the following ranks:
 - a. Instructor, Assistant Professor, Associate Professor, Professor.
 - b. Instructor Medical Librarian, Assistant Medical Librarian, Associate Medical Librarian, Medical Librarian.
 - c. Voluntary Clinical/Basic Science/Educator Instructor, Voluntary Clinical/Basic Science/Educator Assistant Professor; Voluntary Clinical/Basic Science/Educator Associate Professor, or Voluntary Clinical/Basic Science/Educator Professor.
 - d. Adjunct Instructor, Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor.
 - e. Faculty Members with a primary appointment in another unit of the University and a secondary appointment in HWCOC.
 - f. Professor Emeritus.

The members include both employed and voluntary faculty.

2. **The Faculty Assembly** includes all full- and part-time Faculty. Not all members of the Faculty Assembly are voting members. Please refer to item D. Voting.
3. **Classification.** All members of the HWCOC Faculty are classified as outside of the collective bargaining unit.

C. Departments, Institutes, Divisions and Centers

1. **Academic units** of HWCOC shall be departments, institutes, and centers (collectively academic units). Academic units may be established, changed or discontinued upon action by the Dean, with the approval of the Provost. Centers and institutes must be established in accordance with University Policy 370.001, be reported to the Board of Governors (BOG) and be subject to the annual reporting requirements of the BOG. Academic units will have separate budgets and will make nominations or other recommendations on Faculty appointments directly to the Appointment, Promotion and Tenure Committee. The Chair or Director of each academic unit may establish, change or discontinue divisions within the academic unit with the approval of the Dean.
2. **The Chair** of each department, institute or center shall be its chief administrative officer. The responsibilities of chief administrative officers of academic units shall include:
 - a. Recommending appointments and promotions within his or her academic unit.

- b. Appointing Fellows, Postdoctoral Associates, and Research Associates including student assistants within his or her academic unit.
 - c. If charged by the Associate Dean, Office of Medical Education, administering a program of instruction in accordance with the curriculum.
 - d. Stimulating and supporting research and scholarship.
 - e. Discharging delegated responsibilities.
 - f. Engaging in and encouraging professional activities in support of the educational mission of HWCOC.
 - g. Serving on institutional committees as recommended by the Dean.
 - h. 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 HWCOC.
 - i. Performing other such duties to advance the missions and objectives of HWCOC as shall from time to time be required.
3. **Each Chair** shall hold meetings of the academic unit with respect to the affairs of the academic unit and HWCOC.

D. Voting

The voting members of the Faculty Assembly shall consist of all department Chairs and all Professors, Associate Professors, and Assistant Professors employed as a 0.6 FTE or greater who have primary appointments in HWCOC. 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. 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.

E. Quorum

A quorum for Faculty Assembly meetings to take any action shall consist of ten percent of the Faculty Members eligible to vote on the issue under discussion. As necessary and feasible, Faculty Members may participate in Faculty Assembly 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, and shall be eligible to vote, but shall not be counted for the purpose of determining a quorum.

F. 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 for each meeting at least one month in advance of the meeting. Meetings of the Faculty Assembly shall be noticed at least five days prior to the date of the 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.

G. 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 30 days in advance of the meeting at which the amendment or repeal is to be considered. All changes are subject to approval by HWCOC Administration. These Faculty Bylaws will be reviewed at least once every three years by an *ad hoc* committee of the faculty assembly appointed by the Dean of HWCOC for currency.

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

The Bylaws shall be interpreted as consistent with state law and applicable University regulations, policies and procedures. They shall not abrogate or supplant general University regulations, policies and procedures unless so stated and approved as such by University and appropriate other officials.

I. University Policies

Terms of appointment and matters of tenure shall be governed by University policies. As an academic unit of FIU, HWCOC is subject to University tenure and promotion policies. HWCOC promotion and tenure policies and procedures set forth in these Faculty Bylaws provide additional content concerning University standards as they are to be applied to requests for promotion and tenure in HWCOC, and shall be construed wherever possible as consistent with the University policies and procedures found at <http://academic.fiu.edu/docs/T%20and%20P%20document%20final%20June%2030%202014.pdf>. HWCOC policies are intended to clarify HWCOC's application of the University criteria and are not intended to change or modify University criteria.

Part II. Faculty Committees

A. Committee Appointments

The chair and members of each faculty committee shall be named by the President of the Faculty Assembly, the Dean of HWCOC or an Executive Associate Dean, or shall be based on position as provided in this Part II. 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. Elected members of these committees shall be appointed for a term of up to three years, with a one term consecutive renewal; if membership is based on position, faculty shall serve as members for such time as they continue to serve in their respective positions. After two consecutive terms (a maximum of six years of service), elected committee members may serve for additional terms provided there is a period of at least one year during which the member does not serve.

B. President of the Faculty Assembly

The Faculty Assembly shall elect a President who shall serve for a term of two years and is eligible to serve two consecutive terms; after two consecutive terms (a maximum of four years of service as President) the member can serve for additional terms provided there is a period of at least one year during which the member does not serve as President. In the event of a vacancy in the office of President of the Faculty Assembly, an election will be held to fill the vacancy. The President of the Faculty Assembly must be elected by a majority of voting Faculty Assembly members. The President of the Faculty Assembly may not hold an administrative appointment.

C. Voting

All persons appointed to a committee, including the chair (or president), shall be entitled to vote, except when the Dean has appointed a member as non-voting. Proxy voting shall not be allowed. 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.

D. Quorum

A quorum for a committee to take any action shall consist of a majority of the voting members of the committee but in no event fewer than three members.

E. Standing Committees

The committees listed in the following table shall be permanent, standing committees of the faculty. This table sets forth how members are appointed or elected and who the committee reports to.

Standing Committee	Reports to	Total Voting Members	Total Faculty Voting Members	Membership Selection (A/E/B)*	Authority (R/A/B)†
Admissions Committee	Executive Associate Dean for Student Affairs	24	20	B	A
Appeals Committee	Dean	7	7	A	R
Appointment, Promotion, and Tenure Committee	Dean	5	5	B	R
Continuous Quality Improvement Committee	Dean	Varies	Varies	A	R
Council of Chairs	Dean	20	20	A	B
Curriculum Committee	Associate Dean for Curriculum and Medical Education	Up to 23	20	B	A
Faculty Assembly	Faculty and Dean	Varies	Varies	A	B
Medical Student Evaluation and Promotion Committee	Dean	12	12	B	R

*Members are *all appointed* (A), *all elected* (E), or the committee has *both appointed and elected members* (B).

†Committee is charged with making *recommendations* (R), is *empowered to take action* (A), or *both* (B).

The Dean or the Faculty Assembly, as appropriate, may appoint other committees as needed and appropriate to carry out the duties of the Faculty.

F. 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. The composition, terms and duties of such committees shall be defined by the Dean and/or the Faculty Assembly President.

G. Committee Responsibilities

In addition to exercising the specific powers and functions assigned to it by these Faculty Bylaws, 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. Committees may appoint sub-committees to address issues within a committee's responsibility provided that the committee retains ultimate responsibility for its activities.

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.

- 1. The Admissions Committee** for the Doctor of Medicine degree program shall review files of applicants and make admission decisions. The Admissions Committee determines specific criteria for selecting applicants from its unranked wait list, and may delegate authority to a subcommittee of the Admissions Committee to offer admission to applicants on the wait list based on these criteria. The Admissions Committee may review and make recommendations to the Faculty and administration concerning admissions standards and policies.
- 2. The Appeals Committee** shall consider appeals from determinations of the HWCOT Medical Student Evaluation and Promotion Committee and such other committees as are provided for in the HWCOT Medical Student Handbook.
- 3. Appointment, Promotion, and Tenure Committee** shall evaluate all candidates for appointment, rank, and promotion. The members of this committee shall be elected by the Faculty Assembly. The Dean will appoint members to this committee from those elected by the Faculty Assembly. The committee shall have a minimum of five members, one of whom shall be appointed by the Dean to serve as Chair. This includes making recommendations to the Dean for awarding tenure and evaluation of Faculty Members with tenure in accordance with University policy <http://academic.fiu.edu/docs/T%20and%20P%20document%20final%20June%2030%202014.pdf>. This committee will receive and consider recommendations from the HWCOT department Chair responsible for the individual under consideration by the committee. The membership and responsibilities of this committee are set forth in these Bylaws. The Appointment, Promotion and Tenure Committee may form a sub-committee of tenured faculty (Tenure Subcommittee) for the purpose of evaluating candidates applying for tenure and to make recommendations in accordance with these Bylaws, the *FIU Tenure and Promotion Manual* and any other applicable policies. All tenured faculty may be eligible for appointment to the Tenure Subcommittee. A tenured Faculty Member who has served his/her term on the Appointment, Promotion and Tenure Committee is eligible to serve on the Tenure Subcommittee.
- 4. The Continuous Quality Improvement Committee** shall develop and oversee a monitoring system that ensures effective processes for maintaining compliance with Liaison Committee on Medical Education (LCME) accreditation standards and elements, including determining which elements will be monitored, the timing of reviews, and documenting continuous quality improvement initiatives, assessment plans, results, and use of results for improvement.
- 5. The Council of Chairs** shall advise the Dean on matters concerning medical education, clinical services, research, challenges, and other issues.
- 6. The Curriculum Committee** shall be responsible for overseeing all aspects of the educational program for the Doctor of Medicine degree program, including:

- Ensuring the quality of current strands, courses, and clerkships;
- 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;
- Assuring that proper pedagogical methods are employed;
- 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 shall be Associate Dean for Curriculum and Medical Education and is appointed by the Dean. Strand Leaders and Clerkship Directors and Faculty Members are appointed to the Curriculum Committee by the Executive Associate Dean for Academic Affairs. Medical student members are selected by their class. The Curriculum Committee shall consist of up to 23 voting members, including the chair, strand leaders, clerkship directors, a pathologist, basic scientists, two non-administrative faculty representatives elected by the Faculty Assembly and no more than three student members.

Curriculum Committee meetings are open to HWCOC Faculty and staff. Non-voting ex-officio members of the Curriculum Committee include Faculty and staff with responsibilities related to curriculum as determined by the Associate Dean for Curriculum and Medical Education.

- 7. The Faculty Assembly** shall provide communication between the faculty and the Dean. The Faculty Assembly shall consider and make recommendations to the Dean concerning all matters of general interest to the college of medicine. The Faculty Assembly shall review and make recommendations and vote on all changes in existing policies, where appropriate. In addition, the Faculty Assembly votes on faculty membership to college and university committees and elects the President of the Faculty Assembly, as described in these HWCOC Faculty Bylaws
- 8. The Medical Student Evaluation and Promotion Committee** shall evaluate the overall performance of each medical student. This evaluation occurs at the end of each academic year and any other time that the Medical Student Evaluation and Promotion Committee (MSEPC) determines that such review is necessary or appropriate. The MSEPC makes recommendations to the Dean regarding promotion, graduation and any other appropriate actions as set forth in the HWCOC Medical Student Handbook. The MSEPC membership will include two faculty members who are elected by the Faculty Assembly. They will each have a term of three years and may be reelected for a second three-year term. After serving two terms, the faculty member must not be a member for one year before being eligible for reelection.

Part III. Faculty Responsibilities

A. Academic Freedom

HWCOC 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. HWCOC 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, HWCOC and University policies and the FIU Faculty Handbook.

B. Faculty Responsibilities

Standards of Conduct Compliance. In addition to the provisions below regarding Faculty responsibilities and the responsibilities outlined in the FIU Faculty Handbook, Faculty Members shall adhere to the American Medical Association Principles of Medical Ethics.

Professionalism. All Faculty Members are expected to comply with the laws, rules and regulations of the State of Florida, the Florida Board of Governors, and the University and University and HWCOC policies. In addition, all Faculty Members will be evaluated for promotion on their adherence to the American Medical Association Principle of Medical Ethics. This requirement applies to all members of the Faculty Assembly.

- 1. Teaching.** Faculty Members who teach 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), maintaining 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 completion of grading of exams and other assignments.
- 2. Research/Scholarship.** Faculty Members are expected to engage in the enterprise of scholarly activity. Excellence in scholarly activity is critical to the success of the HWCOC's mission.
- 3. Patient Care/Service.** HWCOC is a community whose effective operation depends in large part upon a Faculty Member's willing commitment to serving that community. Clinical 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 HWCOC, such as regularly attending faculty and committee meetings and fulfilling any assignments the Dean may give them. Assignments may include chairing or participating in one or more HWCOC faculty committee. Full-time Faculty Members are also encouraged to involve themselves fully in the intellectual life of HWCOC, such as by participating in seminars, assisting colleagues with their research, supplying assistance where needed to student organizations and programs, and participating in other HWCOC 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.

Full-time HWCOC Faculty shall provide clinical services (of any kind) only on behalf of FIU unless the written consent of their department Chair is obtained prior to providing clinical services on behalf of a third party. FIU is entitled to bill, collect and retain reimbursement for all reimbursable clinical services provided by full-time HWCOC clinical faculty on behalf of FIU and for all reimbursable clinical services performed by part-time faculty on behalf of FIU. HWCOC clinical faculty may provide voluntary clinical services with the prior written approval from their department Chair.

The HWCOC mission 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.

Part IV. Faculty Tracks, Ranks and Joint Appointments

All Faculty Members are expected to fulfill applicable Faculty Member responsibilities and obligations as are set forth in these Bylaws. The following describes the rights and obligations of Faculty Members arising out of their assigned faculty tracks and ranks.

A. Employed Faculty Tracks

1. **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. They are expected to serve on committees in HWCOC and the University and in professional organizations relevant to their areas of expertise/interest. The tenure track Faculty Members may be in Basic Science or Clinical departments. The assignment of responsibilities dictates the criteria upon which Faculty Members are evaluated and the basis on which decisions regarding promotion are determined as described in these bylaws.
 - a. Tenure Track Ranks. The following ranks are available for appointment or promotion of part/full-time faculty on the tenure track:
 - Assistant Professor
 - Associate Professor
 - Professor
2. **Non-Tenure Eligible Tracks and Ranks.** Faculty Members on the non-tenure tracks participate in all academic missions of HWCOC: education, research, patient care, and service. They are expected to serve on committees in the HWCOC 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 as described in these bylaws.
 - a. Clinical Scholar. 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 include clinical research, and medical student or resident/fellow education.
 - b. Research Scientist. 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 have an integral role in a major laboratory or clinical research program and have independent funding or be co-Principal investigators on related research teams.
 - c. Educator Scholar. Faculty Members on this track are from various disciplines whose primary professional activities are in the delivery, enhancement, and/or administration of education, as well as in scholarship related to these activities.
 - d. Medical Librarian. Faculty members on this track will typically have a majority of their effort assigned to performing the responsibilities of an academic medical librarian, which involves supporting the HWCOC mission and the goals of the medical library. Professional development, including some scholarly activity and academic service is expected.

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

- Instructor

- Assistant Professor
- Associate Professor
- Professor

The following ranks are available for appointment or promotion of part/full-time faculty on the Medical Librarian track:

- Instructor Medical Librarian
- Assistant Medical Librarian
- Associate Medical Librarian
- Medical Librarian

B. Voluntary Clinical/Basic Science/Educator Faculty

Faculty Members on this track serve in a voluntary non-tenured capacity without financial compensation from FIU. Appointments are typically reserved for physicians with primarily patient care or basic science responsibilities. These Faculty Members are expected to contribute actively to the education and/or patient care programs of the HWCOC, and they participate in the efforts of clinical or basic science departments.

1. Voluntary Clinical/Basic Science/Educator Ranks. The following ranks are available for appointment or promotion of voluntary faculty. All are non-compensated, non-tenured appointments:

- Voluntary Clinical/Basic Science/Educator Instructor
- Voluntary Clinical/Basic Science/Educator Assistant Professor
- Voluntary Clinical/Basic Science/Educator Associate Professor
- Voluntary Clinical/Basic Science/Educator Professor

C. Adjunct Faculty

Faculty Members on this track may be employed on a part-time basis and serve with or without financial compensation and are employed at other institutions. Adjunct faculty members must meet the requirements of the applicable FIU Adjunct Faculty policy (<http://academic.fiu.edu/polman/sec5web.htm>). Appointments require approval from the Faculty Member's home academic institution and 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, clinical and/or research programs of the HWCOC.

1. Adjunct Faculty Track Ranks. The following ranks are available for appointment or promotion of faculty with a primary appointment and employment at other academic institutions. All are non-tenured appointments:

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

HWCOC Faculty Tracks and Ranks			
Tenure Track			
Assistant Professor Associate Professor			
Non-Tenure Track			
Clinical Scholar (CS) Research Scientist (RS) Educator Scholar (ES)	Medical Librarian (ML)	Voluntary Clinical/Basic Science Faculty	Adjunct Faculty
Instructor (CS/RS/ES) Assistant Professor (CS/RS/ES) Associate Professor (CS/RS/ES) Professor (CS/RS/ES)	Instructor Medical Librarian Assistant Medical Librarian Associate Medical Librarian Medical Librarian	Voluntary Clinical/Basic Science Instructor Voluntary Clinical/Basic Science Assistant Professor Voluntary Clinical/Basic Science Associate Professor Voluntary Clinical/Basic Science Professor	Adjunct Instructor Adjunct Assistant Professor Adjunct Associate Professor Adjunct Professor

Note: Parentheses for Internal Use only.

D. Faculty Joint Appointments

A faculty joint appointment is defined as employment that is offered by two academic colleges, two academic units, or an academic unit and a center or institute. A joint appointment is to be differentiated from an assignment that is made in two units. An assignment in two units does not require two contracts. In making a joint-appointment offer, a primary and secondary unit will be clearly designated. If an appointment is tenure-earning, the unit in which tenure would be granted will be designated as the primary unit. Joint appointments will comply with University policy (<http://academic.fiu.edu/polman/sec5web.htm>). In no event will collective bargaining agreements govern appointments in the HWCOC.

E. 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.

- 1. Assistant Professors, Clinical Scholar, Research Scientist, or Educator Scholar Non-Tenure Track to Tenure Track.** When a Faculty Member with an appointment in the Clinical Scholar, Research Scientist or Educator Scholar 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 recommendation of the department Chair and Dean of the HWCOC, with approval of the Provost, the Faculty Member's appointment may be changed to the Clinical Scholar, Research Scientist or Educator Scholar track.

A request from a Chair for transfer of a faculty appointment at the Assistant Professor level from the Clinical Scholar, Research Scientist or Educator Scholar tracks 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. 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 subject to recommendation by the Dean and approval by the Provost.

2. **Associate Professor and Professor, Clinical Scholar, Research Scientist, or Educator Scholar Non-Tenure Track to Tenure Track.** The academic teaching, scholarship, and service contributions of a Faculty Member at the associate professor or professor level whose appointment has always been on the Clinical Scholar, Research Scientist, or Educator Scholar non-tenure 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. These individuals may be considered for tenure through the normal tenure review process in the cycle immediately following two years of service on the tenure track, provided the faculty has a total of three years of full-time service at FIU prior to tenure consideration and subject to the recommendation by the Dean and approval by the Provost.

3. **Tenure Track to Clinical Scholar, Research Scientist or Educator Scholar Non-Tenure Track.** At the discretion of the Chair, a faculty appointment may be transferred from the tenure track to a non-tenure Clinical Scholar, Research Scientist, or Educator Scholar track with the written permission of the Faculty Member and the approval of the Dean and Provost. The Chair may request such transfer with justification in a letter to the Dean of HWCOC co-signed by the Faculty Member at any time prior to the year of tenure evaluation. Such transfers off the tenure track usually will be made for faculty whose accomplishments and career goals are better suited to the Clinical Scholar, Research Scientist or Educator Scholar track.

Part V. General HWCOC Information

A. University Policies

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 HWCOC.

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

Tenure track candidates in HWCOC 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.

1. **Teaching.** While HWCOC does not impose a unitary model of HWCOC teaching, there are certain qualities of teaching excellence 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, a respect for diverse perspectives in the classroom and in other interactions with students. In addition, HWCOC 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 development of course/curriculum, student evaluations and receipt of teaching 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 Appointment, Promotion, and Tenure 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.

Faculty members engaged in educating PhD students are expected to mentor students throughout their academic careers. They have a primary responsibility to obtain external funding to support the research of their doctoral students. Conference presentations and publications with doctoral students are expected.

- 2. Research/Scholarship.** As with teaching, HWCOC 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 as related to tenure or promotion. 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 organizations and institutions as 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 select non-governmental organizations 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. The HWCOC Appointment, Promotion, and Tenure Committee will rely heavily upon the comments of external colleagues in the evaluation of the research and scholarly contributions of candidates. The HWCOC Appointment, Promotion, and Tenure Committee will be interested in the quality and importance of both laboratory and clinical research.

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.

3. **Patient Care/Service.** Clinical Faculty Members will engage in patient care and service. All Faculty Members, however, have service responsibilities that extend to HWCOC and University communities, as well as to local, state or national association activities, community projects, and the like. While service on HWCOC committees is expected of all Faculty Members, a candidate who has engaged in extraordinary service to HWCOC or University should be given credit for the work. Service alone, however, will not warrant promotion or tenure. Contrariwise, a candidate who has failed to perform ordinary and expected service to HWCOC 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 HWCOC 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 HWCOC 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 granting of tenure, keeping in mind the need for fairness to the Faculty Member and the best interests of HWCOC. It is also paramount for the individual Faculty Member to keep in mind, from the day that the Faculty Member begins employment with HWCOC, 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 granting of tenure. The policies for Tenure Credit or Tenure Upon Appointment are as follows:

1. Tenure Credit

- a. Faculty who join FIU after serving on the tenure track at another institution may be eligible for early consideration for tenure, based on FIU policy for tenure credit.
- b. Tenure credit of up to three years can be requested and must be approved by the Dean of HWCOC.

a. Tenure Upon Appointment

- a. 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.
- b. A file containing 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.
- c. 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.
- d. 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 VI. Appointments: Tenure Track and Non-Tenure Track**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. Non-tenured Faculty Members are at-will employees.

1. Qualifications

- a. 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. Associate Professor and Professors. Candidates for appointment as HWCOC Faculty at the level of Associate Professor and Professor must meet the requirements outlined in the *FIU Tenure and Promotion Manual*, and in the promotion and tenure policies of HWCOC and the individual academic departments/units.

2. Appointment Process

Appointments with tenure are described in these Bylaws and require approval of the Provost, President, and Board of Trustees. Tenure-track faculty appointments are approved by the Dean in accordance with University policy. A candidate may be identified by the Dean or any member of the faculty and may be invited to HWCOC for further consideration.

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

All Clinical Scholar, Research Scientist and Educator Scholar faculty appointments in HWCOC 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 track faculty shall be appointed as members of either the Clinical Scholar track, the Research Scientist track, or the Educator Scholar track in HWCOC.

1. Clinical Scholar

a. Qualifications

- **Instructor.** Candidates for appointment to the rank of Instructor on the Clinical Scholar track not be board certified or have not completed sub-specialty training, but may be board-eligible. Candidates will show promise to develop the characteristics to achieve higher ranks in this track. Instructors are generally expected to hold the terminal degree in their field.
- **Assistant Professor.** Candidates for appointment to the rank of Assistant Professor, Clinical Scholar track, will be board certified or eligible. Each candidate must show promise to develop the characteristics to achieve higher ranks in this track. The terminal degree is required.
- **Associate Professor.** Candidates for appointment to the rank of Associate Professor, Clinical Scholar track, are usually board-certified, 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.

- b. Appointment Process.** Faculty Members' appointment and reappointment in the non-tenure Clinical Scholar track are at the discretion of the Chairs, Executive Associate Dean for Clinical Affairs and the Executive Associate Dean for Academic Affairs and upon approval of the Dean.

2. Research Scientist

a. Qualifications

- **Instructor.** Candidates for appointment to the rank of Instructor in the Research Scientist track must demonstrate contributions to current or planned research activities. Instructors are generally expected to hold the terminal degree in their field.
- **Assistant Professor.** Candidates for appointment to the rank of Assistant Professor in the Research Scientist track will hold a terminal professional degree (usually the MD or the PhD degree) in the field in which such candidate is active with evidence of the ability to contribute to current or planned research programs and shall additionally have demonstrated academic promise sufficient either to become an independent investigator or to be a sustaining member of a program project team.
- **Associate Professor.** Candidates for appointment to the rank of Associate Professor in the Research Scientist track will hold a terminal professional degree (usually the MD or the PhD degree) in the field in which such candidate is active with evidence of the ability to contribute to current or planned research programs and shall be outstanding in scholarship and shall maintain this standard throughout their careers. Candidates will show evidence

of peer-reviewed publications and participation in funded projects, as a co-Principal investigator or as Principal investigator. They will have an integral role in a major funded laboratory or clinical research 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 will hold a terminal professional degree (usually the MD or the PhD degree) in the field in which such candidate is active with evidence of the ability to contribute to current or planned research programs and 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 and leadership role in a funded program with publications and a history of active independent funding. 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.

- b. Appointment Process.** Faculty appointment and reappointment in the non-tenure Research Scientist tracks are at the discretion of the Chairs, 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.

3. Educator Scholar

a. Qualifications

- **Instructor.** Candidates for appointment to the rank of Instructor in the Educator Scholar track must demonstrate contributions to current or planned educational activities. Instructors are generally expected to hold the terminal degree in their field.
- **Assistant Professor.** Candidates for appointment to the rank of Assistant Professor in the Educator Scholar track will hold a terminal professional degree (usually the MD or the PhD degree) in the field in which such candidate is active with evidence of the ability to contribute to current or planned research programs and shall additionally have demonstrated ability in teaching, demonstrated involvement in high quality educational scholarship or research.
- **Associate Professor.** Candidates for appointment to the rank of Associate Professor, Educator Scholar track will hold a terminal professional degree (usually the MD or the PhD degree) in the field in which such candidate is active with evidence of the ability to contribute to current or planned research programs and 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, Educator Scholar track, the candidate will hold a terminal professional degree (usually the MD or the PhD degree) in the field in which such candidate is active with evidence of the ability to contribute to current or planned research programs and 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.

- b. Appointment Process.** Faculty appointment and reappointment in the Educator Scholar Tracks are at the discretion of the Chairs, 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. Non-Tenure Track (Employed) Faculty Medical Librarian Track

All Medical Librarian faculty appointments in HWCOC are non-tenured. They require full professional training in library science. Conditions of appointment will be included in a written offer letter.

1. Medical Librarian

a. Qualifications

- **Instructor Medical Librarian.** This is an entry-level professional position. Employment in this position shall be considered initial professional employment. The qualifications include:
 - Master’s degree in library science from a program accredited by the American Library Association.
 - No previous experience is required.
 - Shall have an academic record and recommendations that indicate a potential for successful performance as an academic librarian.

- **Assistant Medical Librarian.** An appointment to this rank requires (1) a documented record of effective performance that shows increasing responsibility and continuing growth, (2) evidence of strong commitment to the library profession and potential for making scholarly contributions to the field. The qualifications for a candidate to be appointed to this rank would be consistent with those required for promotion to this rank, which qualifications can be found in these Bylaws.
 - Master’s degree in library science from a program accredited by the American Library Association.
 - Additional academic course work and/or participation in institutes, workshops, or conferences which would further one’s education is desirable.
 - A minimum of two years professional experience after receiving the master’s degree in library science. Some appropriate professional, non-library experience or responsible nonprofessional library experience may be substituted.

- **Associate Medical Librarian.** Years of experience shall be only one of the criteria for appointment as an Associate Medical Librarian. A librarian holding this title shall have made substantial contributions to library professional organizations and/or to the institution or library where employed and achieved a high level of competence in bibliographical activities, in research or in other professional endeavors. The librarian should have a documented record of effective performance that shows an increasing responsibility and continuing growth. There should be evidence of scholarly contributions to the field. The qualifications for a candidate to be appointed to this rank would be consistent with those required for promotion to this rank, which qualifications can be found in these Bylaws.

- Master’s degree in library science from a program accredited by the American Library Association.
 - Additional academic course work and/or participation in institutes, workshops, or conferences which would further one’s education.
 - Second master’s degree or doctoral degree in progress or achieved is desirable.
 - A minimum of five years of professional librarian experience after receiving the master’s degree in library science. Some years of appropriate professional, non-library experience or responsible non-professional library experience may be substituted.
 - Evidence of scholarly contribution to this field.
- **Medical Librarian.** Years of experience shall be only one of the criteria for appointment as a Medical Librarian. A librarian holding this title shall have made outstanding achievements in bibliographical activities, in research or in other professional endeavors. The librarian should have a documented record of effective performance that shows an increasing responsibility and continuing growth. The librarian should have demonstrated exceptional service to the library profession and to the academic institution where employed through successful committee work, offices held, projects completed or other evidence of exceptional commitment to the concerns of the institution and the profession. A Medical Librarian is expected to make continuing scholarly contributions to the profession. The qualifications for a candidate to be appointed to this rank would be consistent with those required for promotion to this rank, which qualifications can be found in these Bylaws.
 - Master’s degree in library science from a program accredited by the American Library Association.
 - Additional academic course work and/or participation in institutes, workshops, or conferences which would further one’s education.
 - Second master’s degree or doctoral degree in progress or achieved is desired.
 - A minimum of nine years of experience as a professional librarian after receiving the master’s degree in library science. Some years of appropriate professional, non-library experience or responsible non-professional library experience may be substituted.
 - Sustained scholarly contributions to the field.
- b. Appointment Process.** Faculty Member appointment in the non-tenure Medical Librarian track shall be by the Dean and Executive Associate Dean for Academic Affairs.

D. Voluntary Clinical/Basic Science/Educator Faculty Appointments

All voluntary faculty appointments in HWCAM are non-tenured, and their conditions will be stated in writing at the time of their initiation.

1. Qualifications

a. Voluntary Clinical/Basic Science/Educator Instructor

- A Clinical/Basic Science/Educator Instructor holds a terminal professional degree, usually MD or PhD, 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.
- A Basic Science Instructor works in a laboratory and teaches in the department.

- An Educator Instructor is a Faculty Member whose primary contributions are to teaching and/or administration related to medical or healthcare education.

b. Voluntary Clinical/Basic Science/Educator Assistant Professor

- A Clinical/Basic Science/ Assistant Professor will hold a terminal professional degree, usually MD or PhD, and has completed all appropriate postdoctoral training and meets the requirements for Clinical/Basic Science 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.
- A Basic Science Assistant Professor works in a laboratory and teaches in the department.
- An Educator Assistant Professor holds a terminal professional degree, usually MD or PhD, and has completed all appropriate postdoctoral training and meets the requirements for Educator Instructor and will fulfill critical teaching and service responsibilities in the institution. An Educator Assistant Professor must devote substantial effort to teaching to be appointed to the Educator track.

c. Voluntary Clinical/Basic Science/Educator Associate Professor

- A Clinical/Basic Science/Educator Associate Professor will hold a terminal professional degree, usually MD or PhD, and has completed all appropriate postdoctoral training and meets the requirements for Clinical/Basic Science/Educator Assistant Professor and, in addition, has more extensive experience in clinical/basic science or professional practice in the field of specialization.
- A Clinical Associate Professor demonstrates consistently very good to excellent teaching of medical students and/or trainees.
- A Basic Science Associate Professor demonstrates consistently excellent teaching of medical students and/or trainees.
- An Educator Associate Professor must devote substantial effort to teaching to be appointed to the Educator track. While the defining feature of this track is a requirement for making contributions to education, candidates are expected to contribute to scholarship and demonstrate a regional or national reputation.

d. Voluntary Clinical/Basic Science/Educator Professor

- A Clinical/Basic Science Professor will hold a terminal professional degree, usually MD or PhD, and has completed all appropriate postdoctoral training and 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.
- In addition to meeting all the qualifications required of Basic Science Associate Professor, an appointee is recognized, at least nationally or internationally, as a leader in the professional field, as demonstrated both through professional activities and by documentation from peers.
- In addition to meeting all the qualifications required of an Educator Associate Professor, an appointee is recognized, by demonstrating excellence in at least one of these various areas, as: (1) direct teaching in both classroom and non-classroom settings, (2) curricular

or program development, (3) advising and mentoring, (4) educational administration or leadership and (5) educational research.

- 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.

- 2. Appointment Process.** Faculty appointed in the Voluntary Clinical/Basic Science/Educator Faculty track initially shall be appointed by the Dean for a term of three academic years, renewable for additional academic years at the discretion of the Chairs, Executive Associate Dean for Clinical or Academic Affairs and upon approval of the Dean. Appointments in the Voluntary Clinical/Basic Science/Educator Faculty track may be terminated at any time by Voluntary Faculty Member's department Chair or the Dean.

In all cases, Voluntary Clinical/Basic Science/Educator Faculty Members are expected to contribute actively to the educational and/or patient care programs of HWCOC.

- 3. Use of FIU Title.** Voluntary Clinical/Basic Science/Educator 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 non-peer reviewed publications requires transmission of proposed publication to the Executive Associate Dean for Academic Affairs who will submit a recommendation to the Dean for approval. Voluntary Clinical/Basic Science/Educator Faculty may identify their affiliation with FIU on letterhead in the same manner that other affiliations are identified. Voluntary Clinical/Basic Science/Educator Faculty may not directly or indirectly suggest by any means that they are providing clinical services or conducting basic research on behalf of HWCOC without the prior written approval of the Dean.

E. Adjunct Faculty

Adjunct faculty appointments require approval from their home institution, if applicable, 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 or may not receive compensation for assignments at HWCOC.

1. Qualifications

- Instructor.** An Instructor holds the MD, the PhD, or an equivalent terminal degree, and teaches students or trainees at another institution. An Instructor shows evidence of potential for effective teaching, research or service.
- Assistant Professor.** An Assistant Professor holds the PhD and/or MD, or equivalent degree and currently holds an equivalent rank at another institution. An appointee has potential for superior teaching, research, and service.
- Associate Professor.** An Associate Professor holds the PhD and/or MD, 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.
- Professor.** A Professor holds the PhD and/or MD, 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.

2. **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 HWCOC. Adjunct Faculty Members initially shall be appointed by the Dean for a term of two academic years, 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 HWCOC and the Vice President of Research and Economic Development 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.

Adjunct Faculty Members must have the approval of their home institutions for appointment and to participate in research, submit research grants, or be listed as investigators on research grants at FIU. Clinical and research activities may require special arrangements such as contracts and other agreements.

Part VII. Promotion and Tenure

A. Process, Tenure Track

1. **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.
2. **Departmental Responsibilities**
 - a. The department to which the candidate has been or will be appointed will first review the applicant file and provide a recommendation to award or not award promotion and tenure.
 - b. Tenured Associate Professors and tenured full Professors may vote on tenure applicants in the Assistant to Associate Professor promotion and tenure process.
 - c. Only tenured full Professors may vote on promotions to Professor.
 - d. 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 HWCOC departments to constitute the departmental tenure and promotion committee until there are a sufficient number of tenured members of the department in question.
 - e. 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.
 - f. The file will then move forward to the Appointment, Promotion, and Tenure Committee at HWCOC regardless of the department's recommendation.
3. **Appointment of HWCOC Appointment, Promotion and Tenure Committee.** The HWCOC Appointment, Promotion, and Tenure Committee shall have a minimum of five members. This

committee shall consist of members elected by voting members of the Faculty Assembly. The Dean shall appoint the chair of the committee once the composition of the committee is known.

4. Charge of the HWCOT Appointment, Promotion and Tenure Committee

- a. Evaluation of Scholarship and Professionalism. In evaluating the candidate's scholarship, the HWCOT Appointment, Promotion, and Tenure Committee shall seek an assessment of the major scholarly works produced by the candidate while at FIU. For a candidate who was awarded credit toward tenure, work during that time can also be considered. Other scholarly works may also be considered and reviewed. The Committee 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. In evaluating the candidate's professionalism, the HWCOT Appointment, Promotion, and Tenure Committee shall assess a candidate's adherence to the standards of professionalism as defined in the Code of Professional Conduct for Student-Faculty Relationships (<https://medicine.fiu.edu/resources/faculty-tools/forms-and-policies/assets/code-of-professional-conduct.pdf>).
- b. External Reviews. The number of letters will be consistent with applicable FIU policy. (<http://academic.fiu.edu/docs/T%20and%20P%20document%20final%20June%2030%202014.pdf>). The table on the following page summarizes requirements by track and rank.
 - No more than two of these letters will come from a list of potential reviewers provided by the candidate, who must disclose his or her relationship to the listed reviewers. The external reviewers should be informed of the 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 candidate has the option of waiving review of the external letters. The external letter writers need to know that either the candidate has waived that right or the letters will be available for the candidate's review.

The results of HWCOT 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 member or members designated by the chair of the Committee. Any dissenting views must be similarly reported to the Dean.

5. **The Dean's Recommendation.** The Dean and Chair when applicable 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 on the tenure-track and Faculty Members receiving tenure must satisfy standards in each of the areas of teaching, research/scholarship, service or clinical care and uphold professionalism and institutional values. They should be ranked at least good in each, and excellent in at least one. (Additional information will be found in the *FIU Tenure and Promotion Manual* and in departmental policies and procedures.)

1. **Promotion from Assistant to Associate Professor, HWCOC, Tenure Track.** An Assistant Professor may be eligible for promotion to the rank of Associate Professor at the end of the fifth full year of the candidate's service at HWCOC, 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 may be terminated at the end of the next academic year as provided in the FIU Tenure and Promotion Manual.

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

- a. 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 basic 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.
- b. A record of significant clinical career service, including HWCOC committee work, student advisory responsibilities, participation in the life of the HWCOC 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 expertise in 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.
- c. 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.

2. Promotion from Associate Professor to Professor on the Tenure Track. A consideration for a promotion to Professor follows continued exemplary academic service to HWCOC and University in all assigned responsibilities. A tenured Associate Professor in HWCOC 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:

- a. Continuous progressive excellence in funded 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.
- b. Strong commitment to excellence and creativity in teaching and student learning, qualifications.
- c. 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.
- d. A record of substantial service to HWCOC 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 HWCOC and University committees or other University-wide activities, such as the Faculty Senate.

C. Promotion Requirements, Non-Tenure Track

1. Faculty Application. Each Faculty Member eligible for promotion shall submit a file for promotion in accordance with these policies and those of his or her academic department.

2. Departmental Responsibilities

- a. The department to which the candidate has been appointed will first review the applicant file and provide a recommendation whether to recommend promotion.
- b. Associate Professors and full Professors may vote on applicants in the Assistant to Associate Professor promotion process.
- c. Only full Professors may vote on promotions to Professor.
- d. The Chair will vote as a member of the department in the case of fewer than three eligible Faculty Members. When the department has more than three eligible Faculty Members, the Chair will provide an independent review and documented recommendation for the file. When the department has fewer than three members (including the Chair), the Dean shall appoint Faculty Members from other HWCOC departments to constitute the departmental promotion committee until a sufficient number of eligible members have been appointed to the department.
- e. Department policy will address who may be present at the meeting to discuss promotion files, and whether faculty may attend via the phone. Voting by proxy is not permitted.

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

- 3. 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. 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.
- a. 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 Clinical Scholar track, the Faculty Member must hold a terminal professional degree, usually MD or PhD. 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. Candidates for promotion must generally hold appointment for five years before being considered for promotion.
 - b. 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.
 - Service as peer reviewer in leading journals and/or educational materials repositories.
 - Stimulation of trainees toward scholarship in medicine and medical practice.
 - c. Teaching. Faculty Members are expected to maintain teaching performance at least at the level required for promotion throughout their careers. Examples of teaching include:
 - Positive evaluations by students of course contribution to their own learning.
 - Class, module, unit and/or course design incorporating proper alignment, modern pedagogy and valid assessment of learning.
 - Effective mentoring and project direction for HWCUM students.
 - Participation in the design, organization, and/or presentation of a major course, clinical rotation, or subdivision thereof.
 - Participation as an evaluator in peer evaluation of teaching leading to improved evaluations of teaching by faculty themselves and/or students.
 - 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.
 - Consistent incorporation of patients in the teaching setting.

- d. 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.
 - Participation and leadership in local professional societies.
 - Participation in lay and community services, when appropriate.
 - Participation in the committees of the Faculty Member's department, HWCOC, 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 HWCOC.
4. **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 individuals and *as team leaders/members*. 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. 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, including research funding. Evidence of teaching or professional service will be considered for those candidates whose departments expect performance in these areas.
- a. 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 faculty member must hold a terminal professional degree, usually MD or PhD. The greater emphasis will be placed on research activities and teaching. Candidates for promotion must generally hold appointment for five years before being considered for promotion.
- b. 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 independent external research support.
 - Demonstrated collaboration with other University research programs.
 - Effective mentoring and project direction for students and junior faculty.
 - 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.
- c. 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:

- Class, module, unit and/or course design incorporating alignment, modern pedagogy and valid assessment of learning, resulting in documented strong student and class performance.
 - Ability to mentor and counsel MD and PhD students.
- d. Service. Physician Faculty Members are expected to provide and maintain service at least at the level achieved for promotion throughout their careers. Examples of professional service for Research Scientist track faculty include:
- 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, HWCOP, and/or the University.
 - Important contributions as a department member and Faculty Member in the operation, development, and improvement of the department and/or HWCOP.
- 5. Educator Scholar Track.** Educator Scholars are faculty members from various disciplines whose primary professional activities are in the delivery, enhancement and/or administration of education, as well as in scholarship related to these activities. Faculty in other tracks may request transfer into the Educator Scholar track.
- a. Promotions from Assistant Professor to Associate Professor. A recommendation for promotion to associate professor is made when an eligible faculty member has fulfilled the specific standards set forth below. Promotion is based on performance and service. Candidates for promotion must generally hold appointment for five years before being considered for promotion.
- The faculty member must hold a terminal professional degree, usually MD or PhD.
 - Continued engagement in high-quality educational work (including the application of a scholarly approach) across any combination of the five educational domains (teaching, curriculum, mentoring/advising, learner assessment, and/or educational leadership/administration). Quality can be assessed in a variety of ways depending upon the domain and the specific activity or product.
 - Continued participation in relevant educator development workshops, meetings, and conferences to further skills/knowledge for application in their educational practice.
 - Development of other faculty and/or residents and/or students as educators.
 - Outstanding educational scholarship in at least one of the five educational domains.
 - Service, particularly on education-related committees, task forces, or boards. Although not a primary criterion for advancement, service will be taken into consideration in making decisions on promotion. Performance of service, however exemplary, cannot substitute for the primary criteria of teaching and/or work in the other domains (curricula, mentoring/advising, learner assessment, educational leadership/administration) and educational scholarship.
 - Local and regional reputation in any combination of the five educational domains.
- b. Promotions from Associate Professor to Professor. A recommendation for promotion to professor is made when an eligible faculty member is recognized as a national leader for excellence in at least one of the five educational domains and has demonstrated high quality work in other domains such as educational and educational development and presents evidence of effective mentoring; and has made additional academic, scientific, scholarly, and/or professional achievements, which includes but is not limited to the following. Promotion is based on performance and service.

Candidates for promotion must generally hold appointment for five years before being considered for promotion.

- The Faculty Member must hold a terminal professional degree, usually MD or PhD.
- Nationally recognized for educational scholarship in at least one of the five educational domains. Educational scholarship can take a variety of forms, all of which have value in assessing the performance and accomplishments of faculty in the Educator Scholar Track.
- Service, particularly on education-related committees, task forces, or boards. Service will be taken into consideration in making decisions on promotion. Performance of service, however exemplary, cannot substitute for the primary criteria of teaching and/or work in the other domains (curricula, mentoring/advising, learner assessment, educational leadership/administration) and educational scholarship. Examples of service include:
 - service to the department, school, or University on governance-related or policy making committees;
 - roles in discipline-specific regional and national organizations;
 - service to the community, state and public engagement;
 - service as reviewer for publisher of educational research (e.g., MedEd Portal, DREAM).
- Holds educational leadership positions locally within HWCOC and/or leadership positions in regional and/or national societies.
- Contributions to the development of other faculty educators or residents in ACGME approved residency programs.
- An excellent national reputation in any combination of the five educational domains (teaching, curriculum, mentoring/advising, learner assessment, and/or educational leadership/administration).

6. Medical Librarian Track. Ranks of Medical Librarian faculty parallel those of other members of HWCOC faculty: Instructor, Assistant, Associate and Medical Librarian.

The following minimum requirements are used for promotion consideration for Medical Librarians. Attainment of ranks is not based solely on years of satisfactory performance. Rather, there must be a documented record of distinction in performance, including demonstration of professional expertise, innovation, mature judgment and creativity. Promotion follows a progressive continuum from Instructor to Medical Librarian, i.e., promotion requests which involve skipping a rank will be denied. The criteria for promotion reflect those described in the *FIU Libraries Procedures & Guidelines for Promotion of Librarians*.

a. Promotion from Instructor Medical Librarian to Assistant Medical Librarian. To be considered for promotion to the rank of Assistant Medical Librarian, the candidate shall have:

- Generally held appointment for five years before being considered for promotion; and
- Earned a Master's degree from a program accredited by the American Library Association; and
- Completed by the beginning of the new contract year, twenty-four months as professional librarian, including at least twelve months in the rank at the University, after receiving the master's degree; and
- Established a documented record of effective job performance as shown in the annual evaluation form, including areas such as job knowledge, dependability, initiative, and professional attitude; and
- Made significant contributions to the library, and HWCOC or the University; and
- Provided evidence of strong commitment to the library profession; and
- Demonstrated potential for making research/scholarly/creative contributions.

- b. Promotion from Assistant Medical Librarian to Associate Medical Librarian. To be considered for promotion to the rank of Associate Medical Librarian, the candidate shall have:
- Generally held appointment for five years before being considered for promotion; and
 - Earned a Master's degree from a program accredited by the American Library Association; and
 - Completed by the beginning of the next contract year, sixty months as a professional librarian, with a minimum of twenty-four months' experience in an academic or research library, to include at least twelve months in rank at the University; and
 - Established a documented record of effective job performance as shown in the annual evaluation form, including areas such as job knowledge, dependability, initiative, and professional attitude. Must show capacity to exercise the fully developed skills expected at the Associate Medical Librarian level; and
 - Demonstrated substantial contribution with evidence of enhanced responsibility, continued growth, and strong commitment to the library, and HWCOP or the institution, or to library professional organizations, and
 - Achieved a high level of competence in the areas of bibliographic activities, or in research, or in professional endeavors demonstrated by proficiency in a candidate's specialized areas of librarianship;
 - The candidate is encouraged to participate effectively and constructively in community or public service.
- c. Promotion from Associate Medical Librarian to Medical Librarian. To be considered for promotion to the rank of Medical Librarian, the candidate shall have:
- Generally held appointment for five years before being considered for promotion; and
 - Earned a Master's degree from a program accredited by the American Library Association; and
 - Completed by the beginning of the next contract year, one hundred eight months as a professional librarian with at least twenty-four months in rank at the University; and
 - Established a documented record of effective job performance as shown in the annual evaluation form, including areas such as job knowledge, dependability, initiative, and professional attitude. Must show capacity to exercise the fully developed skills expected at the Medical Librarian level; and
 - Demonstrated exceptional service to the library profession, and to HWCOP or University through successful committee work, offices held, projects completed, or other evidence of exceptional commitment to the concerns of the University and the profession; and
 - Made outstanding achievements in the areas of bibliographic activities, or in research, or in professional endeavors demonstrated by proficiency in the candidate's specialized areas of librarianship;
 - The candidate is encouraged to participate effectively and constructively in community or public service.

D. Requirements for Promotion: Voluntary Clinical/Basic Science/Educator and Adjunct Faculty

- 1. Faculty Application.** Each Voluntary Clinical/Basic Science/Educator Faculty Member eligible for promotion shall submit an application for promotion in accordance with these policies and those of his or her academic department.
- 2. Departmental Responsibilities**

- a. The department to which the candidate has been or will be appointed will first review the application and provide a recommendation for, or not for, promotion.
- b. Associate Professors and full Professors may vote on promotions to Assistant Professor or Associate Professor.
- c. Only full Professors may vote on promotions to Professor.
- d. 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
- e. Department policy will address who may be present at the meeting to discuss promotion and files, and whether faculty may attend via the phone. Voting by proxy is not permitted.

3. Voluntary Clinical/Basic Science/Educator Faculty

- a. Voluntary Clinical/Basic Science/Educator Instructor. This category is typically reserved for physicians/scientists who are in training or health providers who lack a doctoral degree.
- b. Voluntary Clinical/Basic Science/Educator Assistant Professor. Faculty Members in this category will be expected to have completed subspecialty training, be board eligible or certified, or completed post-doctoral training and show promise of being productive and independent Faculty Members.
- c. Voluntary Clinical/Basic Science/Educator Associate Professor. As voluntary members of the faculty, Clinical/Basic Science/Educator Associate Professors shall exhibit high levels of skill as practitioners and/or teachers and/or researchers. They shall contribute actively to the educational and/or clinical/basic research programs of HWCOM, and they shall demonstrate the ability to stimulate students toward a scholarly approach to medical practice/research. Such clinical faculty should provide high-quality patient care, as judged by their peers, and should willingly involve their patients in teaching activities. Basic scientists are expected to teach and engage in educational activities and maintain independent research. 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, residents, and/or faculty.
- 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 for a candidate to achieve every example listed above.

- d. Voluntary Clinical/Basic Science/Educator 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 HWCOM. Basic Science Professor shall demonstrate independent research. They should demonstrate a more distinguished level of accomplishment, a longer record of academic involvement than a

Clinical/Basic Science/Educator 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 the voluntary track.

- 4. Adjunct Faculty.** Adjunct Faculty may be promoted at FIU when they achieve promotion at their home institution and meet the criteria for promotion as described in these bylaws. This promotion does not connote an accompanying salary increase with said promotion.

Summary of Appointment and Promotion Procedure Requirements*			
Action		National Search Required	Letters of Reference
Appointments: Non-Tenure Track and Tenure Track			
Instructor/Instructor Medical Librarian (full-time faculty)		Yes	3
Assistant Professor (CS, RS, ES) / Assistant Medical Librarian		Yes	3
Associate Professor (CS, RS, ES) / Associate Medical Librarian		Yes	3
Professor (CS, RS, ES) / Medical Librarian		Yes	3
Adjunct			
Adjunct Instructor		No	0
Adjunct Assistant Professor		No	0
Adjunct Associate Professor		No	0
Adjunct Professor		No	3**
Promotions: Full-Time Non-Tenure Track and Tenure Track			
From:		To:	
Instructor		Assistant Professor (CS, RS, ES)	No 3
Instructor Medical Librarian		Assistant Medical Librarian	No ***
Assistant Professor, Non-Tenure Track (CS, RS, ES)		Associate Professor, Non-Tenure Track (CS, RS, ES)	No 3
Assistant Professor, Tenured or Tenure Track (CS, RS, ES)		Associate Professor, Tenure Track (CS, RS, ES)	No 5***
Assistant Medical Librarian		Associate Medical Librarian	No ***
Associate Professor, Non-Tenure Track (CS, RS, ES)		Professor, Non-Tenure Track (CS, RS, ES)	No 3
Associate Professor, Tenured or Tenure Track		Professor, Tenure Track	No 5***
Associate Medical Librarian		Medical Librarian	No ***
Promotions: Full-Time Non-Tenure Track and Tenure Track			
From:		To:	
Voluntary Clinical/Basic Science/Educator Instructor		Voluntary Clinical/Basic Science/Educator Assistant Professor	No 0
Voluntary Clinical/Basic Science/Educator Assistant Professor		Voluntary Clinical/Basic Science/Educator Associate Professor	No 0
Voluntary Clinical/Basic Science/Educator Associate Professor		Voluntary Clinical/Basic Science/Educator Professor	No 0
Promotions: Full-Time Non-Tenure Track and Tenure Track			
From:		To:	
Adjunct Instructor		Adjunct Assistant Professor	No 0
Adjunct Assistant Professor		Adjunct Associate Professor	No 3**
Adjunct Associate Professor		Adjunct Professor	No 3**
Change in Track			
From:		To:	
Assistant Professor, Non-Tenure Track (CS, RS, ES)		Assistant Professor, Tenure Track	Yes 5***
Associate Professor, Non-Tenure Track (CS, RS, ES)		Associate Professor, Tenure Track	Yes 5***
Assistant Professor, Tenure Track		Assistant Professor, Non-Tenure Track (CS, RS)	No 0
Associate Professor, Tenure Track		Associate Professor, Non-Tenure Track (CS, RS)	No 0

CS=Clinical Scholar, RS=Research Scientist, ES=Educator Scholar

*All appointments and promotions require review by the HWCOC Appointment, Promotions & Tenure Committee

**This requirement is waived for those holding a concurrent appointment as Associate Professor or Professor at another academic institution.

***Minimum requirements are specified in the appropriate promotion manual. See FIU Tenure and Promotion Manual: <http://academic.fiu.edu/docs/T-and-P-document-final-June-30-2014.pdf>, or FIU Promotion Manual for Librarians https://library.fiu.edu/sites/default/files/sites/default/files/uploads/promotion_manual_for_librarians.pdf

Part VIII. Faculty Tenure Track Evaluations and Maintenance of Status

At HWCOC, it is expected that each tenured and tenure track Faculty Member 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 policies in this Part VIII are enacted to ensure the Faculty Member's development and effective service at HWCOC. In the event of a conflict between these Bylaws and the *FIU Tenure and Promotion Manual*, the provisions of the *FIU Tenure and Promotion Manual* shall control.

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 and Review 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 or his/her designee 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

- 1. Self-evaluation.** Each Faculty Member 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, research funding, and any other information the Faculty Member believes is relevant to his or her service at HWCOC. 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.
- 2. Chair's Review.** The Chair shall review each annual report and meet with the Faculty Member to discuss the Faculty Member's activities, including review of scholarly activities, funding, 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 Chair might have for the Faculty Member. The Chair shall also prepare a written annual evaluation of each tenure-track Faculty Member. The tenure-track 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.
- 3. 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 HWCOC or the University and shall be included as a separate component of the annual evaluation.

C. Third-Year Review

Tenure-track Faculty Members will undergo 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. If the third-year review finds that there has been unsatisfactory progress, this may result in a notice of non-renewal.

- 1. 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. If the committee has fewer than three eligible members (including the Chair), the Dean shall appoint tenured Faculty Members from other departments in HWCOC to constitute the Third-Year Review Committee until a sufficient number of eligible tenured members have been appointed to the department.
- 2. Contents.** The assessment shall focus on the three areas of faculty performance: teaching, research/scholarship, patient care/service and professionalism. The assessment will be both qualitative and, to the extent possible, quantitative, and comprehensive over the three years of performance. The committee shall assess 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 reflect 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. The report is reviewed by the Dean and the appraisal submitted to the Provost for review.
- 3. Criteria For Promotion and Tenure.** The University, HWCOC 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, service/patient care, professionalism in the duties of tenure-track Faculty, consistent with overall University criteria.
- 4. 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.

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 seven 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/scholarship and, service/patient care. The Faculty Member being evaluated shall submit to the committee:

- A current curriculum vitae.
- A description of the Faculty Member's teaching activities from the time of last evaluation.
- A description of the Faculty Member's scholarly activities over the same time period, as well as copies of any publications if requested.
- A description of service to HWCOC, the profession, and any civic and community organizations.
- The Faculty Member's annual evaluations.
- Pertinent information contained in the Faculty Member's personnel file.

The evaluation of scholarship may, but need not, include reviews of scholarly work by those outside HWCOC 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 standards 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 evaluate 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 employment, 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 Appointment, Promotion, and Tenure Committee to appoint a subcommittee to submit a report evaluating the Faculty Member's performance.

Part IX. Faculty Non-Tenure Track Evaluations and Maintenance of Status

At HWCOC, it is expected that each non-tenured Faculty Member 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 HWCOC:

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 is provided to a subcommittee of the Curriculum Committee that will process and compile it for presentation to the Curriculum Committee. They will become part of the Faculty Member's evaluation file for purposes of rank and promotion 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

- 1. Self-evaluation.** Each non-tenured Faculty Member 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 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.
- 2. 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 meeting is documented by a signed agreement from the Faculty Member and Chair.
- 3. Criteria for Promotion and Reappointment.** The criteria for promotion and reappointment are described in Part VIII, Section C of these Bylaws. Each department may establish additional criteria relative to the roles of teaching, research/scholarship, and service/patient care in their discipline.

Part X. Sabbaticals and Other Leaves

A. Sabbaticals

- 1. 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).
- 2. Basis for Granting.** All sabbatical leaves of absence shall be based upon a written application submitted to the Dean of HWCOM. The application is consistent with that described in FIU Sabbatical Leave Policy (as may be amended from time to time) and 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 HWCOM upon completion of the leave. Faculty Members taking sabbatical leave must, if applicable, arrange to transition lab operations and coverage for other duties and responsibilities to another faculty member who will assume responsibility during the sabbatical, submit report(s) and receive approval by the Chair.
- 3. 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.

4. Terms of Leave

- a. Compensation and Term. Sabbatical leave will be granted in accordance with applicable University policy (<https://policies.fiu.edu/files/73.pdf>).
- b. 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 to accomplish the purpose of the sabbatical or to extend 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 HWCOC for full-time employment and the sabbatical leave pay to be received. To the extent that the grant does exceed such difference, the HWCOC 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 HWCOC.
- c. Return to Service at HWCOC. As a condition to the granting of sabbatical leave, the recipient will ordinarily be required to return to service at HWCOC 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 HWCOC unless prior arrangements have been agreed upon in writing by the Dean and Provost. Faculty Members returning from sabbatical leave will be required to meet post leave requirements set forth in applicable University HWCOC policies.
- d. New Service Period. When a sabbatical leave has been approved and completed, resumption of service to HWCOC 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 HWCOC. 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 may be brought to the attention of a department Chair, the Executive Associate Dean for Academic Affairs or the Dean and shall be resolved.

Part XII. Compliance, Conflict of Interest, and Research

All Faculty Members shall comply with applicable state and federal laws, University policies, and HWCOC policies including, without limitation, compliance with laws and conflict of interest. Specifically, all full-time and part-time Faculty Members and all research-qualified voluntary Faculty Members will adhere to all University and HWCOC policies with respect to the conduct of research (Office of Research and Economic Development (ORED) 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 voluntary Faculty Members must submit all research-related grants and contracts, regardless of funding source and location of work, through the University's ORED, 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 ORED in writing prior to submission.