DRAFT FACULTY GUIDE OF THE HACKENSACK MERIDIAN SCHOOL OF MEDICINE AT SETON HALL UNIVERSITY

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SECTION 1: SCHOOL OF MEDICINE VISION AND DEFINITIONS

1.1 SCHOOL OF MEDICINE VISION STATEMENT
Vision Statement
Each person in New Jersey, and in the United States, regardless of race or socioeconomic status, will enjoy the highest levels of wellness in an economically and behaviorally sustainable fashion.

1.2 PREAMBLE AND DEFINITIONS
All provisions of this Faculty Guide apply to the Hackensack Meridian School of Medicine (SOM) at Seton Hall University. The jurisdiction of this Faculty Guide shall extend to all educational programs of the SOM.

This Faculty Guide provides guidelines for the faculty of the SOM. The standards for faculty evaluation, appointment, and promotion are described in this document. The procedures to be followed in cases of faculty grievances are also presented in this document.

a. The terms “Faculty” or “Faculty Member” denote a person or persons who is/are employees of Seton Hall University (SHU), or Hackensack Meridian Health (HMH), or an affiliate of HMH, having duties in the SOM. Faculty in the SOM are not tenured, but rather have term appointments.

i. “Core Faculty Members” are Faculty Members who are employed by the SOM, SHU or HMH or who are engaged through a Professional Services Agreement with the SOM or HMH. A majority of their effort supports the academic mission of SOM or HMH; this group may also include those employed by an affiliate of HMH. All individuals with an academic title have scholarship (including research), teaching, clinical care, and/or administrative service/leadership as their primary commitment to the Mission of the SOM. The academic titles for a Core Faculty member are Instructor, Assistant Professor, Associate Professor, or Professor of Department (e.g., Assistant Professor of Pediatrics).

ii. “Adjunct Faculty Members” are Faculty Members who may have primary academic appointments at other medical schools or institutions or in other departments at SHU, but actively teach students in the SOM. The academic titles for Adjunct Faculty Member are Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor of Department (e.g., Adjunct Assistant Professor of Family Medicine).

iii. “Visiting Faculty” are scholars visiting the SOM for teaching, learning, and/or scholarship (including research) for variable periods. The academic titles for a Visiting Faculty Member are Visiting Assistant Professor, Visiting Associate Professor, or Visiting Professor of Department (e.g., Visiting Assistant Professor of Surgery).

“Guest Scholars” are practitioners who are invited to teach students in their respective fields of expertise. Guest Scholars have a faculty rank at their home institution.

b. “Emeritus Faculty” The academic title for an Emeritus Faculty Member is Emeritus Professor. They are retired professors from their professional activities but continue to contribute to the academic milieu. “School”, “School of Medicine”, or “SOM” refers to the Hackensack Meridian School of Medicine at Seton Hall University.”

c. The “University” or “SHU” refers to Seton Hall University.
d. “HMH” refers to Hackensack Meridian Health.

e. The “Chief Academic Administrator” of the SOM is the “Dean,” who is also the President, Academic Enterprise, HMH.

f. The term “Department” shall be defined as an academic instructional unit composed of one or more Faculty Members. It is headed by a “Chair” or “Chairperson” who is the functional head of the Department. Chairs may appoint one or more “Vice Chairs”, who assist the Chair in his/her duties. The position of Chair and Vice Chair are administrative positions representing the Departments of the SOM, and are distinguished from administrative positions within HMH (e.g., “Clinical Chair”, “Section/Division Chief”, “Service Line Director”).

g. “Administration” or “Administrators” include the University President, the Provost (the Chief Academic Officer of the University), the Vice Provost, Associate Provosts, Assistant Provosts, the SOM Dean, SOM Associate Deans, and SOM Assistant Deans.

h. The “Academic Year” is defined as July 1 to June 30.

i. The “Fiscal Year” is defined as HMH’s fiscal year, January 1 to December 31.

j. “Academic Calendar Days” denotes the days of the academic year (Monday through Friday), excluding academic holidays.

k. “Calendar Days” denotes the seven days of the week.

l. The term “Conflict of Interest” shall mean any situation in which a Faculty Member’s judgment and impartiality may be impaired by considerations of his/her own interest or a clash between the personal interests of the individual and their professional obligations, when the individual tries to perform that duty, while at the same time tries to achieve personal gain; the understanding and application of which will be guided by generally-accepted standards of similar institutions of higher learning or as otherwise proscribed by University, HMH, and/or SOM policy, including the [SOM] Conflict of Interest and Commitment Policy.

m. “Accredited Institution” is an academic institution accorded that status by an accrediting agency approved by the specific relevant professional organizations and agencies.

n. “Accredited Program” is an academic program within an accredited institution, accorded that status by an accrediting agency approved by the specific relevant professional organizations and agencies.

o. “Affiliate” or “Affiliated Institution” is a hospital, organization or health care entity that has a formal relationship or association with Hackensack Meridian Health.

p. “Notification” is a written communication that shall be effective if delivered personally to the Faculty Member either by certified mail to the Member’s residence or sent electronically by the suggested date with a “read and receipt” response.
q. “Appointment” is the written notification of a decision regarding initial faculty rank, promotion, or specific committee assignments.

r. “Search Committee” is a committee appointed and convened for identifying potential candidates for an open position and recommending one or more of the candidates to the Administration for further consideration.
SECTION 2: PROCEDURE AND STANDARDS FOR FACULTY MEMBERS OF THE SCHOOL OF MEDICINE: APPOINTMENT, APPOINTMENT RENEWAL, PROMOTION, ANNUAL REVIEW, AND DISMISSAL

2.1 GENERAL CONDITIONS AND ELIGIBILITY TO BE A FACULTY MEMBER OF THE SCHOOL OF MEDICINE

a. Appointments to the Faculty of the SOM shall be term appointments only. The SOM does not offer tenure.

b. Eligibility for appointment as a Faculty Member of the School of Medicine
   To be eligible for appointment as a Faculty Member of the SOM, a physician or other qualified professional must possess qualifications designated by the Dean and Provost, in consultation with the SOM Board of Governors, and in accordance with the SOM Faculty Guide and Faculty Bylaws, and other University policies, and either:
   i. Possess medical staff privileges at a HMH network hospital or affiliate, and be nominated by one of the two HMH co-Chief Academic Officers, or
   ii. Be a full-time employee of SHU or the School of Medicine, or
   iii. Be a participant in a legacy SHU graduate medical education hospital program as of Nov. 11, 2014. Currently, the only legacy medical education program is located at St. Francis Medical Center in Trenton
   iv. Be any other professional, but only if first approved in writing by both the SHU Provost (or the designee of the SHU Provost) and the HMH chief executive officer (or the designee of the HMH chief executive officer).

c. Written procedure for appointment of Faculty Members of the School of Medicine
   i. The terms and conditions of every appointment shall be stated in writing, signed by the Faculty Member, the Dean of the SOM, and the SHU Provost (or the designee of the SHU Provost).
   ii. The Dean shall provide a copy of the fully-executed appointment document to the Faculty Member.
   iii. Any subsequent extensions or modifications of an appointment and any special understandings or conditions shall be stated in writing and signed as mentioned previously. No verbal modification of the terms of any appointment shall be recognized or binding.
   iv. The Dean shall provide a copy of the appointment document to the Faculty Member within 30 calendar days after its return to the Dean by the Office of the Provost.

d. Secondary Departmental appointments
   i. Ordinarily, appointments are to a single Department. A secondary appointment is an appointment to a Department other than the Faculty Member’s primary Department. Should a
secondary appointment arise, the appointment document shall specify which will serve as the primary Department. Secondary appointments may only involve Departments within the SOM.

ii. A Faculty Member’s rights as to governance apply only to the primary Department and the Faculty Member may only act as a representative on SOM Committee as a representative of their primary Department.

iii. Faculty with secondary appointments will receive annual feedback regarding their performance to the secondary Department. This feedback will be given to the Faculty Member’s primary Chair and integrated into their annual review. Faculty Members with a secondary appointment who are applying for promotion must include in their promotion application a letter of support from the Chair of their secondary Department.

e. Departmental criteria for appointments and promotions

i. Departments have the right to establish additional review procedures and standards for appointment and promotion of Faculty Members beyond those listed in the Faculty Guide.

ii. Any procedures and standards for appointment and promotion independently developed by Departments must be no less rigorous than the general SOM standards.

iii. Any procedures and standards for appointment and promotion independently developed by Departments must be forwarded to the Office of Faculty after being approved by the Department.

iv. All procedures and standards for appointment and promotion independently developed by Departments must be approved by the Dean and the Provost.

2.2 FACULTY TRACKS AT THE SCHOOL OF MEDICINE

a. Faculty Tracks

The faculty tracks at the SOM shall be Core Faculty, Adjunct Faculty, Visiting Faculty, Guest Scholar and Emeritus Faculty.

b. Core Faculty

All Core Faculty Members at a given academic rank have the same titles, regardless of the kind of activity, their location, or the nature of their financial support. The criteria for appointment to a given level reflect the importance of the different kinds of academic activity required to accomplish the goals of the SOM. Each appointee is recommended for initial evaluation by the Chair of the appointing Department or the Medical Director of an affiliated hospital or facility of HMH. The Chair of the appointing Department recommends each subsequent reappointment.

c. Adjunct Faculty
Each Adjunct Faculty Member is recommended for initial evaluation by the Chair of the appointing Department or the Medical Director of an affiliated hospital or facility of HMH. The Chair of the appointing Department recommends each subsequent reappointment.

d. Visiting Faculty
Visiting Faculty Members receive appointments for up to one year at the rank equivalent to that at their home institution. Ordinarily, appointments are renewed only once. Each appointee is recommended for initial evaluation by the Chair of the appointing Department or the Medical Director of an affiliated hospital or facility of HMH. The Chair of the appointing Department recommends each subsequent reappointment.

e. Guest Scholars
Each Guest Scholar is recommended for initial evaluation by the Chair of the appointing Department or the Medical Director of an affiliated hospital or facility of HMH for a period of two years. The Chair of the appointing Department recommends each subsequent reappointment. Guest Scholars are not awarded a specific rank but are associated with an Academic Department.

f. Emeritus Faculty
The academic title for an Emeritus Faculty Member is Emeritus Professor.

2.3 DURATION OF TERM APPOINTMENTS FOR FACULTY MEMBERS AT THE SCHOOL OF MEDICINE

Core Faculty appointments are normally made for a period of three years for Instructor and 6 years for Assistant, Associate and full Professor.

g. Adjunct Faculty appointments are normally made for a period of two years for all ranks.

h. The appointment of a Faculty Member in the SOM shall be terminated at the expiration of the term specified. The University, through the person of the Provost, upon recommendation of the Dean, specifically renews the appointment, as per Section 2.6. The Department Chair and Faculty Member should be notified in writing by the Office of Faculty at least 12 months before the end of the current term of the pending expiration of the Faculty Member’s appointment.

2.4 EXPEDITED APPOINTMENT FOR FACULTY MEMBERS

a. The School of Medicine has an Expedited Appointment Process for Faculty Members. This Expedited Appointment Process is effective from the date of the initial approval of this Faculty Guide by the Provost until written notification of Preliminary Accreditation of the SOM by the Liaison Committee on Medical Education (“LCME”). Following Preliminary Accreditation of the SOM by the LCME, Faculty Members who require appointments to be eligible to teach may be processed through the Expedited Appointment Process prior to the initiation of the Full Appointment Process by the Appointments and Promotions Committee.

b. Eligibility for Expedited Appointment
Faculty Members are eligible for expedited appointment if they meet the criteria outlined in Section 2.1, as well as the following criteria listed in this Section (Section 2.4). Absent fulfillment of these criteria, the Dean also has the authority to allow for eligibility for expedited appointment.

c. **Faculty Members may receive an Expedited Appointment if they:**
   
i. Have been identified as potential faculty of the School of Medicine by the administration of the SOM, SOM Department Chairs, or the Co-Chief Academic Officers of HMH, and
   
   ii. Are employed as a full-time or part-time employee by either SHU or HMH or engaged through a Professional Services Agreement with the SOM or HMH, including those employed by a clinical affiliate of HMH (Core Faculty), or anticipated to have a significant contribution to the academic programs of the SOM, but with a major commitment to professional activity apart from the academic programs of the SOM and its affiliated institutions, and either:

   1. Possess a faculty appointment at an LCME- or COCA-accredited U.S. medical school with an expiration no earlier than July 1, 2014 or a current faculty appointment at SHU, or

   2. In extraordinary cases where the potential Faculty Member does not meet the conditions of Section 2.4, but there is evidence, as identified by the Department Chair, that the potential Faculty Member has an established history of teaching, scholarship and service activities and is anticipated to contribute to the academic programs of the SOM, such Faculty Members may be appointed at the level of Instructor or Assistant Professor, based on the recommendation of the Department Chair, an approval by the Dean and Provost. These individuals will be given priority for consideration of full appointment by the Appointments and Promotions Committee. Individuals who desire or anticipate an appointment at the level of Professor but do not meet the conditions of Section 2.4 must wait for the initiation of the full appointment process and will be given priority review status. Faculty at foreign Universities including Medical schools, will be evaluated on an individual basis.

   3. Newly hired individuals employed as full-time or part-time employees of the SOM may be awarded as stated in their appointment letter a faculty rank that is no more than one rank higher than their current appointment at an LCME or COCA accredited medical school. This rank must be approved by the
Faculty at foreign universities including Medical schools, will be evaluated on an individual basis.

d. Newly hired individuals employed as full-time or part-time employees of the SOM may be awarded as stated in their appointment letter a faculty rank that is no more than one rank higher than their current appointment at an LCME or COCA accredited medical school. This rank must be approved by the Department Chair and Dean. Faculty at foreign universities including medical schools will be evaluated on an individual basis.

e. Rank of appointment in expedited appointment
   Faculty Members eligible for expedited initial appointment will be appointed at lateral rank, except for those cases described in Section 2.4.d. If Faculty Members are recommended for a promotion from their current rank, they must submit for initial expedited review and subsequently for full promotion review before the expiration of their expedited appointment. As specified in Section 2.5, during full appointment of a faculty candidate the academic rank suggested may not be more than one rank above the Faculty Member’s current or most recent highest faculty academic appointment (inclusive of rank achieved during expedited appointment).

f. Procedures for expedited appointment
   i. Faculty recommended for expedited appointment through one of the paths described in Section 2.4 must submit a current curriculum vitae that specifically highlights their activities related to teaching, scholarship, and service, as well as verification of current appointment and rank, as specified by the SOM, to the SOM Office of Faculty.

g. The SOM Office of Faculty or delegates of the Dean of the SOM will review these applications for eligibility and will present eligible applications to the appropriate Department Chair for review and decision on recommendation for expedited appointment.

h. Recommendations for expedited appointment are presented to the Dean for approval, followed by approval of the Provost.

i. Expedited appointments will be made for a term of two years. Within the two-year timeframe after expedited appointment, Faculty Members given expedited appointment must apply for full appointment at rank or promotion through the full appointment or promotion process as described in Sections 2.5 or 2.7, respectively.

Failure to apply for a full faculty appointment will result in a discussion with the applicant and the chair of the APC at which time all options will be considered.

FULL APPOINTMENT PROCESS FOR FACULTY MEMBERS
   Faculty members not eligible for expedited appointment as described in Section 2.4 must receive their faculty appointment through a full appointment process.

a. Rank of appointment in full appointment
   i. The proposed academic rank of a faculty candidate is negotiated between the Department Chair and the faculty candidate, based on the faculty candidate’s qualifications and the
standards set by the Department and described in Section 2.8. This rank must be approved by the Dean.

ii. For an appointment of a faculty candidate the academic rank suggested may not be more than one rank above the Faculty Member’s current or most recent highest faculty academic appointment. Individuals without a prior academic appointment may be appointed at no rank higher than Assistant Professor.

b. Procedures for full appointment
   i. General SOM standards for full appointment are described in Section 2.8, as well as published on the SOM website. The Appointments and Promotions Committee (‘APC’) is responsible for developing any review procedures not explicitly described in the Faculty Guide. These must be approved by the Dean.

c. Departments have the right to establish additional review procedures and standards for appointment of Faculty members beyond those developed by the APC and the SOM. Any standards independently developed by departments must be no less rigorous than the general SOM standards and must be forwarded to the Office of Faculty after being approved by the Department, Dean, and Provost.

d. Following any departmental review procedures resulting in a departmental recommendation for appointment, the Department Chair must forward the following materials to the Office of Faculty:
   i. a memorandum from the Faculty Member’s Primary (and Secondary, if applicable) Department Chair to the Dean,
   ii. an Educational Portfolio, as described in Section 2.8.d, and
   iii. a current curriculum vita using SOM's standard format.
   iv. Letters of recommendation:
      1. For initial applications, three extramural LORs from individuals outside the School of Medicine (SOM), Hackensack Meridian Health (HMH) or Seton Hall University (SHU).
      2. For promotions only, two extramural LORs are required for Instructor to Assistant Professor, three extramural LORs are required for Assistant to Associate Professor, and four extramural LORs are required for Associate Professor to Full Professor.
      3. For promotions only, three letters from individuals inside (intramural) the institution are required for all applicants. This requirement is the same for all ranks.
      4. For initial and promotion applications, receipt of the required number of extramural LORs and three intramural LORs (if required) before the deadline for submission to the APC is enough to complete an application packet.
      5. The ad hoc and APC committee retain the right to request additional LORs, if needed, from individuals that they identify.

e. The application for initial appointment will be vetted for completeness by the Office of Faculty and forwarded to the Chair of the APC.

f. The APC will deliberate on the faculty appointment based on standards and protocols developed by the APC and the SOM and will present its recommendations to the Dean for approval. The Dean will then make a recommendation regarding the appointment and will notify the applicant in writing of the action recommended, with a copy to the Chair of the APC, who will then advise the APC committee members of
the Dean’s recommendation. The application and the Dean’s recommendation will subsequently be forwarded to the Provost, who will make the final decision on the application.

g. **Notification related to full appointment process**
   Once a completed application for full appointment has been submitted to the Office of Faculty, written status letters or e-mails shall be sent to the Faculty Member regularly from the Office of Faculty, advising the Faculty Member of the status of his or her application. Once the application is provided to the APC for review, the Chair of the APC is responsible for updating the Office of Faculty regarding the status of the application. At a minimum, the applicant should receive written notification at the time the application is sent to the APC, and at 30-day intervals thereafter. Should delay in the normal review process occur for any reason, or if there is need for further information or clarification, the Faculty Member and the Department Chair should be notified promptly of the delay or need for further information.

2.6 **APPOINTMENT RENEWAL PROCESS FOR FACULTY MEMBERS**

a. **Procedures for appointment renewal**
   i. This process only applies to Faculty Members who have been previously appointed at an academic rank by the SOM and are eligible for appointment renewal at the same rank.

b. The Office of Faculty will inform Department Chairs of the names of Department Faculty Members whose terms of appointment are set to expire at least twelve months before term expiration, and the notification will also be sent to the individual Faculty Members.

c. No less than eight months before the term expiration, the Faculty Member and Department Chair will meet to review and discuss appointment renewal based on the Faculty Member’s performance and contributions to the Mission of the SOM during the current term of appointment.

d. Within two months following this meeting, the Department Chair will provide a recommendation regarding appointment renewal to the Office of Faculty and the Dean.

e. Assuming continuing eligibility as a SOM Faculty Member, there is no limit to the number of appointment renewals at any rank, except for Visiting Faculty, who are generally appointed for a one-year period, with a maximum of one appointment renewal.

f. Failure of the Office of Faculty or Department Chair to meet the deadlines set forth herein or in the following subsection shall not impair the ability of the Dean or the Provost to decide to renew or not to renew the Faculty Member.

g. **Procedures for appointment non-renewal**
   In the case in which a Department Chair recommends to the Dean that a Faculty Member’s appointment not be renewed, the following procedure must be followed:
   i. At least four months before the expiration of the term the Faculty Member will be notified by the Dean of appointment non-renewal.
ii. The Dean shall indicate the reasons for non-renewal in writing to the Faculty Member. These reasons will serve as the basis for the SOM’s case for non-renewal if appeal is brought by the Faculty member as described in Section 10.

iii. Should the Dean deny renewal of the Faculty Member’s appointment, the decision of the Dean may be appealed to the Provost. The appeal must be made in writing, by letter addressed to the Dean of the SOM, within 30 calendar days of receipt of notice of nonrenewal from the Dean.

iv. The right to appeal the Dean’s decision to not renew a term of appointment is limited to Core Faculty members.

v. A decision by the Provost not to renew the Faculty Member is final and not subject to appeal.

2.7 PROMOTION PROCESS FOR FACULTY MEMBERS

a. Eligibility for promotion
   i. There is a four-year minimum duration of service at any given rank before a Faculty Member may apply for promotion. This service may be at the SOM or at any U.S. or LCME-accredited medical school before appointment at the SOM.

b. Only Core Faculty Members are eligible for promotion within the SOM.

c. Procedures for promotion
   i. General SOM standards for promotion are described herein, as well as published on the SOM website. The APC is responsible for developing any review procedures not explicitly described in the Faculty Guide. These must be approved by the Dean.

d. Departments have the right to establish additional review procedures and standards for promotion of Faculty members beyond those developed by the APC and the SOM. Any standards independently developed by Departments must be no less rigorous than the general SOM standards and must be forwarded to the Office of Faculty after being approved by the Department and approved by the Dean and Provost.

e. Following any departmental review procedures resulting in a departmental recommendation for promotion, the Department Chair must forward the following materials to the Office of Faculty:
   i. a memorandum from the Faculty Member’s Primary Department Chair to the Dean,
   ii. If applicable, a letter from the Faculty Member’s Secondary Department(s) Chair(s) to the Dean,
   iii. An educational Portfolio, as described in Section 2.8.d, and
   iv. A current curriculum vitae.
   v. Letters of reference: Three from inside the institution and three from outside, two from students / trainees

f. The application for promotion will be vetted for completeness by the Office of Faculty and forwarded to the Chair of the APC.
The APC will deliberate the faculty promotion based on standards and protocols developed by the APC and the SOM and will present its recommendations to the Dean for approval. The Dean will then make a recommendation regarding the promotion and will notify the applicant in writing of the action recommended, with a copy to the Chair of the APC, who will then advise the APC members of the Dean’s recommendation. The application and the Dean’s recommendation will subsequently be forwarded to the Provost, who will make the final recommendation on the promotion.

Should an application for promotion be denied by the Dean, the decision of the Dean is appealable to the Provost, provided the application has been positively recommended by a simple majority vote of the APC. No appeal is permissible if the Dean and a majority (defined as one-half of the membership of the APC plus one member) of the APC rejects the candidate’s application.

Applications for promotion may be submitted at any time if the eligibility criteria of the SOM and the APC have been met. Formal review by the APC will occur according to the annual schedule of APC meeting dates. Such promotion, if approved, shall become effective according to the schedule determined by the APC. Any new rank can be assumed immediately after official notification by the APC. Any salary adjustments attendant to the new rank negotiated between the Faculty Member and the Department Chair will be effective on the first day of the month following official notification by the APC.

The failure of the Department Chair to submit a timely evaluation regarding promotion shall not prevent the review process from continuing. If the candidate for promotion is himself or herself a Chair, the application packet will not include a Chair’s review, but will include a review from the Dean of the SOM.

Withdrawal from promotion process

An applicant has the right to withdraw an application for promotion at any stage in the process without penalty.

All requests for withdrawal shall be made in writing to the Department Chair, who will advise the APC and the Dean’s Office, in writing, of the request for withdrawal.

A copy of submitted materials as well as the letter of withdrawal will be kept by the University as part of the Faculty Member’s University record. As such, these records are confidential and not subject to review for later application for rank.

Notification related to promotion process

Once an application for promotion has been submitted to the Office of Faculty, written status letters or e-mails shall be sent to the Faculty Member regularly from the Office of Faculty, advising the Faculty Member of the status of his or her application. Once the application is provided to the APC for review, the Chair of the APC is responsible for updating the Office of Faculty regarding the application status. At a minimum, the applicant should receive written notification at the time the application is sent to the APC, and at 30-day intervals thereafter. Should delay in the normal review process occur for any reason, or if there is need for further information or clarification, the Faculty Member should be notified promptly of the delay or need for further information.
2.8 CRITERIA AND STANDARDS FOR APPOINTMENT, RENEWAL, AND PROMOTION

a. Specific criteria considered for appointment and promotion

It is the responsibility of the Faculty and Departments of the SOM to promote and facilitate a continuum of activities aligned with the SOM Mission and Vision, with the goal of using knowledge to enhance the care of the population the SOM serves. Criteria for appointment, renewal, and promotion are based primarily on the three areas of Teaching, Scholarship (including Research), and Service (including Clinical Service).

Those concerned with making recommendations shall consider a Faculty Member’s qualifications in the areas of teaching, scholarship, and service, as set forth below:

i. Teaching

   Evidence related to quality and quantity of teaching that should be submitted with the application may include, but is not limited to:

   1. The applicant’s statement of teaching objectives/teaching philosophy and significant teaching activities.

ii. Teaching Materials

   a. Samples of instructional materials such as syllabi, lab manuals, or other materials / curriculum developed by the instructor for use by learners (students, residents, or fellows) in courses. Applicants do not need to include all instructional materials, but effective documentation requires an adequate sampling of materials.

iii. Evaluation and Grading Methods

   c. Evidence related to evaluation and grading methods: a statement on the means of evaluating learners’ success in the course or clinical experience should be included.

iv. Supervision of Independent Study

   d. Records of supervision of independent study courses; honor theses; graduate theses and dissertations; field trips; internships; clinical supervision; student, resident, or fellow scholarship projects (including research); and practica.

v. Development of New Curricula

   e. Development of new curricula, courses, or labs, or new approaches to teaching.

vi. Formal Learner Evaluations

   f. Formal learner evaluations of teaching.

vii. Direct Observation

   g. Reports of direct observation by the Chair or Program Director, and/or their designee.

viii. Evidence of External Awareness

   h. Evidence of external awareness of teaching excellence through teaching awards, named fellowships, etc.

ix. Enrollment in Courses

   i. Enrollment in courses or programs designed to improve teaching or to broaden the Faculty Member’s expertise.

x. Demonstration of Excellence

   j. Demonstration of excellence in teaching by: student evaluations that put this faculty member in the top 10% of evaluations of comparable faculty.

Commented [KM1]: Consider building something into this related to flexibility and process of the APC for modification of these standards.
k. Provide comments which set this faculty above others in the following ways: Presenters of influential workshops at national meetings; uses interactive techniques in didactic presentations; engages learners in developing critical thinking skills.

l. Other documentation (e.g., audio, video clips, etc.) as determined by the Faculty Member being evaluated.

   ii. Scholarship

   The SOM has adopted a definition of scholarship that includes research or other creative work as described by Boyer (Boyer, 1990). This will include: 1) the traditional research-oriented scholarship of discovery; 2) scholarship of integration; 3) scholarship of application; and 4) scholarship of teaching. Glassick’s expanded criteria related to scholarship (Glassick, 2000) as described below will be applied to all four forms of scholarship as described below:

   - Clear goals – Is the basic purposes of the work clearly stated with defined objectives? Are important questions in the field identified? Is there evidence of need?

   - Adequate preparation – Does the scholar have knowledge of the existing scholarship in the field? Does the scholar have the needed skills and resources to complete the project?

   - Appropriate methods – Were the selected methods appropriate to the stated goal and are these methods applied effectively? If the methods were modified due to changing circumstances was it appropriate?

   - Significant results – Were the goals achieved and does the work add consequential to the field? Does the work open additional areas for inquiry?

   - Effective presentation – Is the work presented in an appropriate style and organized way, and teach its intended audience? Is the work presented with clarity and integrity?

   - Reflective critique – Has the scholar critically evaluated his or her own work, bringing to bear an appropriate breadth of evidence to the process? Does the critique include methods to improve the quality of future work?

   With consideration of the criteria described above, evidence related to scholarship, which may be submitted with the application, may include, but is not limited to:

   1. Lectures and papers that are peer reviewed and then presented to professional organizations, both local, national and international, articles in professional journals, books, research grants, awards, basic and applied research, bibliographic research, manuscripts, scripts, manuals, audio or video tapes, films, computer software, multimedia presentation and emerging forms of information technology, or any other documentation believed to be relevant, as determined by the Faculty Member being evaluated.

   m. The scholarship of integration, which may be evidenced by professional development workshops across disciplines, literature reviews, or non-academic publications that address discipline-related concerns. Also included as outstanding examples of this form of research/scholarship are research grants
and publications in peer-reviewed journals concerned with the theory or practice of implementation science.

n. The scholarship of application, which may be evidenced in research grants and publications on this topic and consulting activities in the real world or with industry that relates to the intellectual work of the Faculty, community activities, and the development of partnerships with various entities to solve problems. Pursuit and achievement of advanced degrees may also be evidence of this form of scholarship.

o. The scholarship of teaching, which may include the development of new courses, Integrated curriculum, the development processes for new educational models, novel approaches to inter-professional education, and new ways to merge educational processes with service learning and helping communities.

i. The applicant shall document this scholarship by submitting full bibliographic detail. A copy of each publication or other scholarship (including research) or creative material shall be submitted, along with any evaluations by colleagues, reviews, citations, awards, and other forms of scholarly recognition. A letter of acceptance must accompany manuscripts accepted for publication (in press) from the publisher. Completed scholarship (including research) that is not yet accepted for publication may not be listed under publications. The applicant shall clearly distinguish scholarship (including research) in progress from publications.

ii. In evaluating the merits of scholarship (including research) or other creative work, greater weight shall be given to original authorship (single- or multiple-authored work) than to editorial work, to articles in refereed journals than in non-refereed journals, to non-refereed journals than to self-published or unpublished materials.

iii. The following criteria may be used: prominent placement as author; Peer reviewed and invited presentations; book chapters; workshops; educational product dissemination; geographic impact (recognition both local, regional, national and international).

iv. Service to University, SOM, Hackensack Meridian Health (HMH), profession, and community

1. Service to the University, SOM or HMH

Service to the University, SOM or HMH shall include activities that a faculty member participates in that contributes to and/or moves the community toward the achievement of the SOM's Mission and Vision. This may include, but is not limited to:

(a). Service to students, residents, or fellows (e.g., serving as Faculty moderator of a student activity or club, advising or mentoring individual learners or groups of learners).

(b). Service on committees, task forces, governmental bodies, including information on offices held and specific contributions to the group.

(c). Other forms of administrative service that are academic in nature.

(d). Cross-disciplinary lecturing and/or in-service training, or other forms of interdisciplinary scholarship.

(e). Service through clinical care, as demonstrated by an ongoing commitment to clinical excellence and peer recognition as an outstanding clinician. Peer recognition of clinical excellence may include, but is not limited to: 1) ability to draw high-quality clinical trainees; 2) direction of a clinical consultation service or specialized clinical service that
3) draws regional, national and/or international attention; 3) awards from peers or trainees recognizing excellence in clinical care; or 4) evaluations of outstanding clinical competency identified by professional organizations.

p. Service to the profession

Service to the profession may include, but is not limited to: membership and offices held in professional organizations; contributing consultative, advisory, or editorial service in a professional capacity.

q. Service to the community

i. Service to the community includes activities that a Faculty Member participates in that contributes to and/or moves the community toward the achievement of the SOM's Mission and Vision. This may include, but is not limited to:

(a) Lectures, panel discussions, membership on advisory boards or civic committees; involvement in community, political or charitable organizations; services to religious bodies or to government.

(b) Provision of care to uninsured or underinsured members of the community.

(c) Involvement in the community requested by and/or community partners

r. Requirements for appointment at and promotion to specific academic ranks for Core Faculty

The ranks listed below may be awarded to SOM Core Faculty Members who teach in any Department within the SOM. No one will be awarded an academic rank more than one level above his or her current or most recent highest faculty academic appointment except under exceptional circumstances and then only with explicit approval by the Dean and Provost.

i. Instructor. A master's degree or its equivalent or recipients of doctoral degrees who are still in training (such as chief residents and fellows) in an appropriate field at the SOM or an HMH clinical facility, and evidence of potential for effective teaching either as attested by recommendations or by documented success in teaching.

ii. Assistant Professor. A doctoral degree or the commonly accepted terminal degree for that discipline or field from an accredited institution; completion of residency or fellowship where applicable; evidence of teaching effectiveness or potential to teach effectively; evidence of scholarship (including research) or potential to conduct scholarship (including research); and evidence of meaningful service to institution, profession, and community.

iii. Associate Professor. In addition to the credentials for assistant professor a minimum of 6 years (but can have exceptions) of significant, relevant teaching experience at the rank of assistant professor, evidence of teaching excellence, scholarly publication, scholarship (including research), or other creative work in the appropriate discipline or field; service to the University, HMH, the profession, or the community. Unlike the two lower ranks, promotion to this rank rests on proven ability and accomplishments, and evidence of peer recognition for excellence at a regional and/or national level. In exceptional cases, the Provost, upon recommendation of the Dean, may waive teaching experience for an initial appointment at this rank.

iv. Professor. In addition to the credentials for associate professor, a minimum of four additional years of significant, relevant teaching experience; demonstrated professional recognition of
meritorious publications, scholarship (including research), or other creative work; continued
and consistent excellence in teaching; service and leadership in the University, HMH, the
profession, or the community. Promotion to this rank rests on proven ability and
accomplishments, and evidence of peer recognition for excellence at a national and/or
international level.

s. Subject to the Dean’s approval, the Faculty of a Department may adopt additional written criteria for rank.
Upon approval of the Dean, these criteria must be shared with all departmental Faculty and be in place for
a period of two years before Faculty Members are subject to the added criteria for promotion.

t. Requirements for appointment at and promotion to specific academic ranks for Adjunct Faculty
The ranks listed above may be awarded to Adjunct Faculty Members who teach in any
Department within the SOM.
i. Adjunct Faculty members will be initially appointed at an academic rank that is the same as
their primary academic appointment. Individuals without a prior academic appointment may be
appointed at no rank higher than Assistant Professor, with exceptions.

u. Promotion of Adjunct Faculty Members shall be based on their demonstrated commitment to the
education of SOM students, students in affiliated health science and nursing programs, clinical
residents (“health students”), and/or fellows, and is contingent upon their promotion at their
primary school, institution, or department and followed by the SOM.

v. An Adjunct rank does not necessarily translate directly to an equivalent Core Faculty rank. An Adjunct
Faculty Member may convert to Core Faculty only under the appointment provisions set forth in Sections
2.4 & 2.5. Rank for a Faculty Member converting between faculty tracks must be set at the level dictated
by the standards for the new track and may be different than the rank from which the Faculty Member is
converting.

w. Any SOM APC Criteria for Rank Guidelines subsequently issued by the APC after the adoption of this
Faculty Guide for the SOM shall be considered by the SOM Faculty Assembly and adopted if appropriate
and applicable, subject to the approval of the Dean and Provost.

x. Portfolio submission for appointment and promotion
Applications for appointment or promotion of Faculty Members must be accompanied by submission of
1) a memorandum from the Faculty Member’s Primary and Secondary (if applicable) Department Chair
to the Dean, 2) a current curriculum vitae and in the case of assistant to associate and to full professor
only, an educational portfolio

These documents should address the Faculty Member’s achievement in the areas of Teaching,
Scholarship, and Service. All documents must be submitted to the Office of Faculty, verified for
completeness, and then forwarded to the APC in a format and according to deadlines as determined by
the guidelines of the APC.

The APC is responsible for developing any submission standards not explicitly described in the Faculty
Guide. These must be approved by the Dean.

The following minimum standards must be included in the APC guidelines:
i. The memorandum from the Faculty Member’s Primary Department Chair to the Dean should
provide a precise and detailed commentary on the accomplishments of the Faculty Member in
the areas of Teaching, Scholarship, and Service. This memorandum may include a summary of the Faculty Member’s achievements during all previous ranks. For reappointment, the memorandum should emphasize achievement during the previous term of appointment. For promotion, the memorandum should emphasize achievement during appointment at the current rank. The Department Chair may choose to add other relevant information at his/her own discretion.

ii. The portfolio should at a minimum include three “legs” or sections: Teaching, Scholarship, and Service. The specific criteria related to Teaching, Scholarship, and Research are described in Section 2.8. Each section of the portfolio should include a narrative describing the Faculty member’s achievement in the respective area, citing specific examples that support this narrative.

iii. An applicant might demonstrate exceptional expertise in one leg and strength in a second or third area. All have equal value to each other. It is the expertise of the applicant to demonstrate their primary focus. The APC will provide ways in which to assess specific criteria.

iv. For initial appointments, reappointments, and promotion, this memorandum may include a summary of the Faculty Member’s achievements during all previous ranks. For reappointment, the memorandum should emphasize achievement during the previous term of appointment. For promotion, the memorandum should emphasize achievement during appointment at the current rank.

v. It is expected that each faculty seeking promotion will have expertise in at least one of the “legs”, teaching, service or scholarship, and have strengths in the other two areas. Criteria for each is explained in the memorandum written by the APC (appendix?)

vi. The curriculum vitae should be submitted in a format specified by the guidelines of the APC.

vii. The portfolio and the curriculum vitae are to be submitted by the Faculty Member to the Primary Department Chair before the writing of the memorandum by the Primary Department Chair. All documents are subsequently submitted to the Office of Faculty by the Department Chair.

2.9 ANNUAL EVALUATION OF FACULTY

It is the responsibility of Department Chairs or their designees to provide annual evaluations of all Faculty Members appointed within their Departments. Written notification shall be provided by the Department Chair to each Faculty Member, giving him/her at least 30 days before the evaluation to provide the materials required herein.

The materials to be provided for the annual evaluation shall include an Annual Evaluation Form developed by the Office of Faculty (and approved by the Dean) and associated documentation of achievements, an updated curriculum vitae, and a copy of the physician’s current license.

a. The Department Chair shall assess the materials submitted by each Faculty Member and write his or her annual evaluation.

b. The Department Chair shall meet annually with each Faculty Member in their Department by June 30 to review the evaluation and to discuss the goals of each Faculty Member for the upcoming year.
c. The Department Chair and the Faculty Member shall each sign the Annual Evaluation Form to acknowledge that it was read and discussed. All signed annual evaluations shall be filed with the Office for Faculty no later than July 31.

d. If a Department Chair does not have routine contact or knowledge of the performance of a Faculty Member, the Department Chair may elect to solicit feedback from an Associate Chair or individual in a supervisory role who has knowledge of the individual Faculty Member’s performance.

e. In the case of joint faculty appointments, the Department Chair representing the Faculty Member’s primary Departmental appointment may elect to solicit feedback from the Chair representing the Faculty Member’s secondary Departmental appointment.

2.10 RESIGNATIONS OF FACULTY MEMBERS

a. Notice of resignation must be given in writing to the Dean of the SOM before the next teaching assignment and at the earliest opportunity, but no later than 45 days before the date of termination. If a renewal appointment has been offered to the Faculty Member for a new term and has been fully executed by all relevant parties, then notification of resignation from the SOM must be submitted in writing by the Faculty Member to the Dean’s Office no later than 90 days before the start of the Faculty member’s new term appointment.

b. Under extreme circumstances, the Faculty member may request a waiver of this requirement of notice or may request to leave before the end of the academic phase or term in which they have a primary teaching responsibility. Notification of resignation or of a waiver request shall be submitted in writing by the Faculty member to the Dean of SOM.

2.11 DISMISSAL OF FACULTY MEMBERS

a. Termination of a term appointment before its specified end shall be affected by the University only for adequate cause as specified in this Section. Termination may be initiated by the Dean of the SOM, or by the University, through the person of the Provost.

b. Adequate cause for dismissal shall be related directly and substantially to the fitness of the Faculty Member in his or her professional capacity. The burden of proof that adequate cause exists rests solely with the SOM. Such a termination shall not be used to restrain a Faculty Member in the exercise of academic freedom or exercise of other rights normally granted to American citizens generally.

c. Adequate cause may exist only for one or more of the following reasons:

i. Continued neglect of scheduled duties despite being notified of same in writing previously;

ii. Serious violation of the rights and freedoms of fellow Faculty Members, administrators, or students including, but not limited to, violations of Title VII and/or Title IX or equivalent local and state laws);
iii. Failure to follow SOM and University procedures and policies (including, but not limited, satisfactory completion of a background investigation and completion of other University pre-employment requirements);

iv. Unethical professional behavior related to teaching, scholarship, or service, and/or unethical professional behavior with regard to the general standard of performance expected as a Faculty Member, and/or unethical professional behavior as dictated by the profession generally, which would normally lead to revocation of licensure or certification. In the context of scholarship (including research), misconduct is defined as the intentional, knowing, or reckless fabrication, falsification, or plagiarism in proposing, performing, or reporting research results, or other serious act(s) of academic dishonesty.

v. Conviction of a crime directly related to the Faculty Member’s fitness to practice his or her profession;

vi. Intentional falsification of credentials or academic experience;

vii. Permanent loss of required professional licensure and/or certification (not including suspension without revocation);

viii. Illegal immigrant status or losing permanent resident status, loss of work visa, or right to reside or work within the United States;

ix. Moral turpitude, extensive malpractice history, being/becoming uninsurable in regard to clinical status, and fitness to practice his or her profession, if relevant to the Faculty Member’s duties.

d. The Faculty Member shall have 30 calendar days after receipt of a certified letter in which the reason(s) for dismissal are clearly articulated in which to respond to the charges. In this written response, the Faculty Member may elect to have the University’s statement of charges reviewed by the Faculty Grievance Committee, as set forth in Section 12 of the Faculty Guide. The Faculty Grievance Committee shall have 30 calendar days from the close of the hearing to make its recommendations and report to the Dean.

e. After considering the Faculty Member’s response, and if applicable, the Faculty Grievance Committee’s report, the Dean shall inform the Faculty Member and the committee, in writing, of his/her decision. If it is the Dean’s decision to modify or reject the committee’s recommendation, the Dean shall state his or her reason(s) in writing.

f. A decision by the Dean to sanction a Faculty Member before the end of a specified term may be appealed by the Faculty Member to the Provost. Such an appeal must be filed with the Provost and the Dean by the Faculty Member within 30 calendar days after the Faculty Member has received notice of the Dean’s decision, according to Section 2.5.d herein.
SECTION 3: STANDARDS FOR DEPARTMENT CHAIRS OF THE SCHOOL OF MEDICINE: RESPONSIBILITIES, APPOINTMENT, REVIEW, RESIGNATION/REMOVAL, AND PROMOTION

3.1 RESPONSIBILITIES AND DUTIES OF CHAIRS

a. A Chair is responsible for all Faculty Members and functions of his or her SOM Department.

b. In addition to faculty responsibilities, the Department Chair shall perform the following duties either personally or by delegation:
   i. In consultation with the SOM administration, assign Faculty Member teaching schedules.
   ii. Make recommendations concerning the appointment, promotion, dismissal, reappointment, and the leaves of all Department Faculty Members, in accordance with approved procedures.
   iii. Advise Faculty Members of upcoming evaluations in a timely manner, and present at the end of the academic year a written evaluation containing standardized data reflecting progress in reference to goals and objectives, as well as subjective comments, for each Faculty Member to that member and then to the Dean.
   iv. Receive, evaluate, and monitor aggregate, overall, and, when appropriate, individual teaching data for all courses, clerkships, and faculty in the Chair's Department. Ensure high-quality medical education programs and environment in all settings under the auspices of the Department.
   v. Support, collaborate on, and initiate Institutional Quality Improvement (“IQI”) projects regarding the quality of medical education, as appropriate, with the support of the Office of Medical Education. In addition, chairs shall support provision of education and training in quality improvement activities.
   vi. Appoint an Acting or Vice Chair who will serve during scheduled absences of more than five calendar days and inform the Dean and the Department personnel of this temporary appointment and of the dates of the expected absence.
   vii. Notify the Medical Librarian of the Department's library needs.
   viii. Approve or disapprove requests for purchases by the SOM originating with Department Faculty Members. Purchases funded through the SOM budget must be approved according to applicable SOM budgetary and finance procedures.
   ix. Direct the activities of Department clerical staff at the SOM, as applicable.
   x. Hold at least 4 meetings of the entire Departmental faculty each year with Faculty Member participation required (either in person or electronically) for two-thirds of such meetings.
Provide for and forward minutes of all Department meetings, following Departmental approval, to the Dean and each Faculty Member of the Department.

xi. Prepare the agenda for and preside over Department meetings and an annual faculty retreat.

xii. Arrange for mentoring activities for faculty, trainees and students within the Department.

xiii. Submit an annual report to the Dean on the work of the Department and make such other reports as are requested and instructed by appropriate University authorities.

xiv. Encourage and facilitate faculty scholarship (including research).

xv. Encourage and facilitate effective teaching and training.

xvi. Encourage and facilitate University/community service.

xvii. Prepare material for accreditation or re-accreditation, catalogues, and other official documents, as required and requested by the Dean.

xviii. Perform such other duties as are necessary for the efficient operation of the Department.

xix. Be available to respond to students’ concerns.

xx. Provide oversight of residency/fellowship/Continuing Medical Education programs as applicable.

xxi. Ensure that all residents and faculty who teach students attend Resident and Faculty as Teachers faculty development.

xxii. Prepare and deliver special introductions to phase 1 students.

xxiii. Introduce Phase 1 students and expose them to specialty and subspecialty practices without prematurely focusing on a single subspecialty.

c. The Department Chair shall, together with all Core Faculty members of the Department, meeting as a committee of the whole, be responsible for the following:

   i. Assisting in the preparation of the Department budget, except for individual salary lines, which are confidential as appropriate. Should the proposed overall budget of the SOM be insufficient to meet all the proposed academic Department requests, each Chair will recommend to the Dean modifications for his/her Department.

   ii. Recruitment of Core and Adjunct Faculty.

   iii. Assisting in the recruitment of new students at the request of the Admissions Committee.

   iv. Determining the Department’s infrastructure.
3.2 APPOINTMENT OF CHAIRS

a. **SOM Chairs**
   
i. To initiate the recruiting and appointment of a new non-clinical Department Chair, the Dean shall convene a Chair Search Committee.

   1. The Chair Search Committee is responsible for, with the administrative support of the SOM, conducting a national search to recruit a Chair, which will include a review of credentials, qualifications and backgrounds, and conducting interviews of qualified candidates.

b. The Chair Search Committee is to be comprised of eight members, all of whom must be SOM Faculty Members. Four Search Committee members are appointed by the Dean of the SOM or his/her designee. one member is to be appointed by the Provost of SHU or his/her designee. three members are to be chosen from among the members of the Department for which a Chair is being searched, elected by the Faculty Members of that Department.

c. **Once the Chair Search Committee is assembled, the Dean will appoint the Chair of the Committee and charge the Committee with its responsibilities.**

   ii. The Chair Search Committee will request that Departmental Faculty Members develop a departmental description.

   iii. The Chair Search Committee shall solicit nominations and applications through appropriate professional channels, observing University, HMH, and SOM policies. The search process will include interviews with selected Department Faculty Members, SOM and SHU leadership, and other relevant SOM or SHU Faculty Members. Upon completion of the search process, the Committee shall provide the Dean of the SOM with a list of acceptable candidates, as well as a list of other candidates who were considered.

   iv. If the Dean deems one of the recommended candidates appropriate for the position, in the absence of objections by the Dean and with concurrence of the Provost and the CEO of HMH or their designees, the Dean shall extend an offer to his or her primary choice among the acceptable candidates.

   v. If the Provost and/or the CEO of HMH (or their designees) are not in concurrence with the primary choice of the Dean, the Dean shall extend an offer to his or her next choice of acceptable candidates, assuming concurrence of both the Provost and the CEO of HMH (or their designees). This process shall continue until there are no more candidates deemed acceptable by the Dean from the list provided by the Chair Search Committee.

   vi. If this process does not result in a candidate deemed acceptable by the Dean, or if there is not ultimately concurrence of both the Provost and the CEO of HMH (or their designees), the Dean may initiate a new search process.
vii. Once an acceptable candidate is identified and found acceptable by the Dean of the SOM the SOM negotiations may proceed between the Dean and the candidate with input from the Provost and the CEO of HMH (or their designees).

viii. Terms of final negotiations must be approved by the Dean of the SOM, the Provost, and the CEO of HMH or (their designees).

ix. The initial term for Chairs employed by the University shall be five years.

d. **SOM Clinical Department Chairs employed by Hackensack Meridian Health or its affiliates**
   
   i. To initiate the recruiting and appointment of a new clinical Department Chair, the Dean shall convene a Chair Search Committee.
   
   ii. The Chair Search Committee is responsible for, with the administrative support of the SOM, conducting a national search to recruit a Chair, which will include a review of credentials, qualifications and backgrounds, and conducting interviews of qualified candidates.

 e. The Chair Search Committee is to be comprised of eight members, all of whom must be SOM Faculty Members. Three Search Committee members are appointed by the Dean of the SOM or his/her designee. Three members are to be appointed by the CEO of HMH or his/her designee. Two members are to be chosen from among the members of the Department for which a Chair is being searched, elected by the Faculty Members of that Department.

 f. Once the Chair Search Committee is assembled, the Dean will appoint the Chair of the Committee and charge the Committee with its responsibilities.
   
   i. The Chair Search Committee will request that Departmental Faculty Members develop a departmental description.
   
   ii. The Chair Search Committee shall solicit nominations and applications through appropriate professional channels, observing University, HMH, and SOM policies. The search process will include interviews with selected Department Faculty Members, SOM and HMH leadership, and other relevant SOM or SHU Faculty Members. Upon completion of the search process, the Committee shall provide the Dean of the SOM with a list of acceptable candidates, as well as a list of other candidates who were considered.

   iii. If the Dean deems one of the recommended candidates appropriate for the position, and with concurrence of the Provost and the CEO of HMH or their designees, the Dean shall extend an offer to his or her primary choice among the acceptable candidates.

   iv. If the Provost and/or the CEO of HMH (or their designees) are not in concurrence with the primary choice of the Dean, the Dean shall extend an offer to his or her next choice of acceptable candidates, assuming concurrence of both the Provost and the CEO of HMH (or their designees). This process shall continue until there are no more candidates deemed acceptable by the Dean from the list provided by the Chair Search Committee.

   v. If this process does not result in a candidate deemed acceptable by the Dean, or if there is not ultimately concurrence of both the Provost and the CEO of HMH (or their designees), the Dean may initiate a new search process.
vi. Once an acceptable candidate is found, and concurrence is reached between the Dean of the SOM, the Provost, and the CEO of HMH (or their designees), negotiations may proceed between the Dean and the candidate, with input from the Provost and the CEO of HMH (or their designees).

vii. Terms of final negotiations must be approved by the Dean of the SOM, the Provost, and the CEO of HMH (or their designees).

viii. The initial term for Clinical Chairs employed by HMH or its affiliates shall be five years.

3.3 REVIEW OF CHAIRS (To begin in January 2019)

a. Annual Review
   The Dean will meet with the Chair on an annual basis to review his or her Department’s progress in each of the four domains listed below and discuss goals and objectives for the forthcoming year. The Chair will present a plan to the Dean based on and organized around the SOM’s Strategic Plan. During this review, the Dean will emphasize areas of success as well as those areas requiring remediation and develop specific plans to accomplish the latter. These remediation plans, as well as the Department’s continuing progress in other areas, will be monitored through periodic reassessments with the Chair at regularly scheduled intervals, depending on the nature and magnitude of the issues. The review will focus on the academic mission (teaching and scholarly outputs of the department), the administrative leadership, oversight and support provided by the Chair to his or her Departmental faculty, including the ability to balance the clinical and financial demands in equilibrium with the academic demands. It is acknowledged that based on departmental or personal circumstances the chair’s role in teaching and scholarship may focus more on his or her individual efforts or more on mentoring other faculty. The domains in which the Chair will be evaluated are:

i. TEACHING: Evidence may include University or SOM teaching data reports, data from SOM teaching evaluations of Departmental courses and programs by Departmental faculty, residents and students; departmental engagement in inter-professional efforts by the SOM; narrative comments from residents and students; materials from new courses prepared (or in preparation); samples of instructional materials such as syllabi, manuals, or other materials developed by the instructor for use by students in courses; records of supervision of graduate theses and dissertations; clinical supervision and practica; reports of classroom observations by Department Chair or senior Faculty Members; publication of books or articles on teaching methods; enrollment in courses or programs designed to improve teaching.

ii. SCHOLARSHIP: Evidence may include Departmental Faculty Members’ published articles, manuscripts in press (accepted for publication), copies of acceptance letters (or emails) for papers presented at professional meetings, copies of letters of invitation to present at professional meetings, copies of grant awards, and participation in grant review study sections.

iii. SERVICE: Evidence may include letters appointing a Faculty Member to a school-wide or University-wide committee; an affiliated hospital committee; a community-based committee
relevant to the SOM’s Mission or professional association committee; copies of awards received for service provided to professional and community-based organizations.

iv. ADMINISTRATION: Evidence may include contributions of the Chair’s unit to the Vision and Mission of the SOM; a listing of faculty and staff supervised; list of committees, chairmanships, and key committee accomplishments; description of programs developed or expanded; quality outcomes; achievement of budget and productivity targets; or explanation of negative variances.

b. Term Review
   i. All Department Chairs will be subject to a comprehensive performance review 12 months before the end of the Chair’s term. The evaluation will be conducted by the Dean of the SOM.

   ii. Formal input from Department Faculty and other constituents beside Department Faculty Members (e.g., staff, students, representatives of other departments), may be requested at the discretion of the Dean, and incorporated into the Chair’s performance review.

   iii. Before their performance review, and according to a schedule determined by the Dean of the SOM, Department Chairs must submit a portfolio to be used in their review. Chairs will be expected to provide an overview and examples of evidence to substantiate their department’s administrative accomplishments in Teaching, Scholarship and Service (as well as their own personal accomplishments). They will also be requested to prepare a narrative regarding their own administration skills and accomplishments during the current term of appointment. This section should include a statement of the Chair’s leadership philosophy, leadership challenges and achievements, and should describe strategies used to motivate and lead others. This section should conclude with a statement (or list) of proposed leadership goals and objectives for the Department and the Chair. Following the narrative, the Chair should submit evidence of achievements in administration, such as a list of achieved goals, new policies, procedures, or initiatives, or Department documents created by the Chair for the current term of appointment. The Chair should provide evidence that substantiates the achieved goals.

   iv. Department Chairs, as all faculty, will be reviewed for all personal academic performance.

3.4 RENEWAL OF CHAIRS

a. Department Chairs of the School of Medicine may have their appointment as Chair renewed for a term of up to five years.

b. Renewal of Department Chairs for an additional term will be dependent on the outcome of the Chair’s performance review and is at the discretion of the Dean, with approval by the Provost and the CEO of HMH.

3.5 RESIGNATION OR REMOVAL OF CHAIRS

a. The term of Department Chairs shall be consistent with the terms as described above. In general, a Chair of a Clinical Department at the SOM will also be a Chair of one of the HMH clinical departments. In general, should a Clinical Chair employed by HMH or its affiliates resign or otherwise vacate his/her
clinical Chair position at HMH, said Chair must resign or otherwise be relieved of his/her Chair position at the SOM.

b. At the end of a term, a Department Chair may choose to step down. The Chair must indicate to the Dean, in writing, of the decision to step down at least six months before the end of his/her current term, so that a new Chair search may be initiated and/or so that an acting/interim Chair may be appointed until the new Chair is appointed.

c. Proceedings to relieve a Department Chair appointed by the SOM from administrative duties, during or at the end of a term, may be initiated by the Dean of SOM, or by the Department Faculty Members. The Chair serves at the pleasure of the Dean and thus may be removed as Chair by the Dean at any time, although the Dean is encouraged to consult with the Chair to express sources of dissatisfaction and to offer remedial assistance before taking any such action. Before removal, the Dean must also consult with the Provost (for SOM Chairs employed by SHU) and with the HMH CEO (for Clinical Chairs employed by HMH).

d. Relieving a Department Chair from his/her duties does not constitute removal of the individual from his/her position as a Faculty Member, and he/she may return to his/her pre-Chair faculty responsibilities, unless the Faculty Member's appointment with the SOM is terminated in compliance with Section 2.11.

e. In case of the death, resignation, or removal of a Department Chair or of a vacancy in the office occurring for any other reason, the Dean of the SOM (in consultation with the HMH CEO) shall designate an acting or interim Chair to serve until a new Chair is hired according to Article 8.1 herein. The Dean shall convene a Chair Search Committee for hiring a new Department Chair, in consultation with the Provost (for SOM Chairs) and with the HMH CEO (for Clinical Chairs) within 60 days of the vacancy.

f. In the event of absences of more than five consecutive academic calendar days (including disability or vacation), the Department Chair shall arrange for a Vice Chair to serve as acting Chair and advise the Dean of his/her upcoming absence and proposed substitute. The Dean (in consultation with the Provost or HMH CEO) has the authority to appoint a different acting/interim Department Chair than the one arranged for by the official Chair, or to appoint an acting Chair if the absence is unexpected and/or the official Chair is not available or able to arrange for a substitute.

3.6 PROMOTION OF CHAIRS

a. As Faculty Members of the SOM, Department Chairs are eligible to apply for promotion.

b. Promotion (i.e., from Assistant Professor to Associate Professor, from Associate Professor to Professor) of Chairs will follow the same policies and procedures for promotion of Faculty members outlined in Section 2.7.

3.7 RESPONSIBILITIES AND DUTIES OF VICE CHAIRS

a. Each SOM Department Chair may elect to appoint up to three (3) Vice Chairs, with the role as described below. Additionally, a Department Chair may elect not to appoint a Vice Chair if, after
consultation with the Dean, it is determined that there is not a necessity for a Vice Chair. The Dean must be notified within 48 hours of the appointment of a Vice Chair.

b. In addition to faculty responsibilities, a Department Vice Chair may perform the following duties:
   i. Serve as the acting Chair during scheduled absences of the Department Chair of more than five calendar days. If a Department has more than one Vice Chair, the choice of acting Chair is at the discretion of the Department Chair. If a Department does not have an appointed Vice Chair, an acting Chair must be temporarily appointed to serve during scheduled absences.
   ii. Assist in all matters in ensuring the use of the full HMH Network, in particular regional matters relevant to:
       1. In consultation with the SOM administration, assigning Faculty Member teaching schedules.

c. Recommending the appointment, promotion, dismissal, reappointment, and the leaves of all Department Faculty Members across HMH, in accordance with approved procedures.

d. Coordinating with the Chair to increase attendance of faculty at the six regular meetings of the entire Departmental faculty each year.
   i. Assist the Chair in all matters mutually agreed upon, especially:
       1. Arranging for mentoring activities across the HMH system for faculty, trainees and students within the Department.

e. Encouraging and facilitating University and community service.

f. Preparing material for accreditation or re-accreditation, catalogues, and other official documents, as required and requested by the Chair.

g. Responding to students’ concerns.

h. Providing oversight of residency/fellowship/Continuing Medical Education programs as applicable.

i. The Vice Chair serves at the pleasure of the Chair and may be dismissed from this administrative role at the Chair’s sole discretion. The Dean must be notified within 48 hours of the dismissal of a Vice Chair.

j. The Vice Chair must be an appointed Faculty member of the SOM and retains all the privileges and responsibilities of a Faculty Member both during and after serving as Vice Chair.

k. The Vice Chair may be considered for promotion as a Faculty Member while serving as Vice Chair. The same criteria apply to this promotion as for any other Faculty Member. Duties included in the role of Vice Chair qualify as Service, as described in Section 2 of the Faculty Guide.
SECTION 4: LEAVES OF ABSENCE FOR FACULTY MEMBERS OF THE SCHOOL OF MEDICINE

4.1 SABBATICAL LEAVES

Core Faculty Members of the SOM are eligible, consistent with the provisions of this Section, to apply for sabbatical leaves. The SOM expects to activate its Sabbatical policy after receiving full accreditation. Until that time sabbatical leaves will not be approved. During this time this should not impact other HMH policies.

The major purpose of sabbatical leave is to provide an opportunity for continued professional growth and new or renewed intellectual achievement through study, scholarship (including research), scholarly writing, or professionally-related travel.

The number of sabbatical leaves awarded each year shall depend on the financial ability of the SOM or HMH to meet its continuing obligation to provide a balanced, quality academic program to its student body.

Remunerated employment for faculty employed by the SOM during the sabbatical leave period shall only be made with advance, written consent of the Provost.

Remunerated employment for faculty employed by HMH during the sabbatical leave period shall only be made with the advance written consent of senior administration of the relevant entity.

a. Eligibility for sabbatical leaves

i. All full-time (0.9 FTE or greater) Faculty Members, including Department Chairs, of the SOM have the right to apply for sabbatical leave for each period of six years of full-time Faculty service (or the equivalent) in the SOM, exclusive of time on leave.

b. Application and granting procedure for sabbatical leaves

i. Every applicant must apply for sabbatical leave via forms provided by the Office of the Dean of the SOM.

c. Every applicant must state in a written proposal to the Office of the Dean the purpose, as specifically as possible, of applying for sabbatical leave. The proposal summary should be one to two pages in length and should include a statement of the goal of the work to be completed during the sabbatical leave, along with a plan of expected outcomes.

d. Applications must be submitted to the Faculty Member’s Department Chair according to any Departmental guidelines that are developed governing the submission of proposals for sabbatical. Chairs shall submit their recommendations to the Dean’s Office by Jan. 15th. The Dean’s Office shall act on applications by March 15th. The Dean will take into consideration the recommendations received from the appropriate Department Chair(s) as well as the application materials submitted. For SOM employees, the Dean will make his or her recommendation in a timely manner to the Provost; for HMH employees the Dean will make his or her recommendation to the appropriate HMH Chief Academic Officer (CAO). The final decision to grant sabbatical is made by the Provost or the HMH CAO, as appropriate.

e. Upon decision, the respective body or individual shall inform the applicant and all appropriate parties (Department Chair, Dean), in writing, of the recommendations made.
f. An applicant has the right to appeal the decision of the Department to the Dean. Should an application for sabbatical leave be denied by the Dean on its merits, after approval by the Department, the decision of the Dean is appealable to the Provost or the HMH CAO, as appropriate.

g. Except under extraordinary conditions, a Chair is not eligible for sabbaticals. Extraordinary conditions include having served as a Chair for eight or more consecutive years without taking a sabbatical and an opportunity for a sabbatical position that would benefit the Chair in his/her role as a Chair. If the Chair believes that this is the case, he or she should submit the application for sabbatical directly to the Dean by Dec. 1 of the year before the July 1 start of the academic year in which the sabbatical is requested, as defined under Section 4.1.b herein. Under no conditions is a Chair permitted a sabbatical leave of more than six months.

h. Length of sabbatical leave
   i. Core Faculty Members may apply for sabbaticals ranging from one to 12 months in duration. Core Faculty members who are also currently Department Chairs are limited to sabbatical leaves of six months or less, as described in Section 4.1.b.vi. The duration of sabbatical requested should be specified by the Core Faculty member applicant.

i. Criteria for selection for sabbatical leave
   i. Every participant involved shall consider the advantages of such leave to the applicant and to the School and/or the University. Primary consideration shall be given to the academic potential of the Core Faculty Member’s proposal in terms of its contribution to his/her discipline, the intellectual development of the individual, and to the strengthening of the Department, the School and/or the University.

j. Compensation and expenses while on sabbatical leave
   Salary payments for SOM employees during sabbatical leave shall be full pay with a salary cap of $200,000 per annum for sabbaticals of six months or less and three-quarter pay for sabbaticals longer than six months (with the same salary cap). Salary payments are calculated based solely on the Faculty member’s base salary capped at $200,000, are pro-rated based upon the duration of the sabbatical leave, and will continue for the term of the leave as specified in the Faculty Member’s proposal, according to Section 4.1.b herein. Salary payments for HMH employees will subject to the policies of HMH.

   i. The granting of sabbatical leave shall not affect any salary increment for which the applicant may otherwise be qualified.

k. A Faculty Member on sabbatical leave shall be entitled to the continuation of pension and other fringe benefits provided by the University.

l. All approved sabbatical leaves for SOM employees during which time the Faculty Member is granted continuation of salary or other financial compensation from the University will follow University procedures and protocols regarding remuneration.

m. Production of work product from the sabbatical leave
i. At the end of a sabbatical leave, the Faculty Member shall forward to the Department Chair, the Dean of the School, and the Provost copies of a comprehensive report of his/her activities during the period of the sabbatical leave.

n. University Human Resource policies pertaining to sabbatical leaves
   i. Regarding any sabbatical leaves for SOM employees, existing University policies shall complement this Guide’s information on matters not addressed in this Guide, as well as in deciding any matters in which a conflict may exist with University or SOM Human Resource policies or procedures.

4.2 OTHER LEAVES OF ABSENCE
   Each Faculty Member’s employer establishes eligibility and terms concerning other leaves of absence (e.g., unpaid leaves of absence; medical leaves; and leaves for political activity, government service, military service and jury duty).
SECTION 5: RIGHTS AND RESPONSIBILITIES OF FACULTY MEMBERS

5.1 ACADEMIC FREEDOM AND ETHICAL AND RELIGIOUS DIRECTIVES (ERDs) FOR CATHOLIC HEALTH CARE SERVICES

a. All members of the Faculty in the SOM are entitled to academic freedom as set forth in the 1940 “Statement of Principles on Academic Freedom and Tenure with the 1970 Interpretative Comments” formulated by the Association of American Colleges and the American Association of University Professors (a copy of this document is available in the Office of the Dean and at https://www.aaup.org/file/1940%20Statement.pdf).

b. Academic freedom is essential to the purposes of the University and applies to both teaching and scholarship (including research). Freedom in scholarship (including research) is fundamental to the advancement of knowledge. Academic freedom in teaching is fundamental for the protection of the rights of the teacher and of the student.

c. Faculty Members are entitled to freedom in discussing their academic subjects.

d. Faculty Members should be cognizant of, and sensitive to, the Ethical and Religious Directives (ERDs) for Catholic Health Care Services (a copy of this document is available in the Office of the Dean and at http://www.usccb.org/issues-and-action/human-life-and-dignity/health-care/upload/Ethical-Religious-Directives-Catholic-Health-Care-Services-fifth-edition-2009.pdf).

e. When Faculty Members speak or write they are free from University censorship, but their special position in the community imposes special obligations. As scholars and members of the University, they should remember that the public may judge their profession, the SOM, and the University by their remarks. Therefore, they should always endeavor to be accurate, to exercise appropriate restraint as well as sensitivity to the ERDs, and to show respect for the opinions of others. While properly identifying themselves to outside audiences, they should not purport to function as institutional spokespersons unless specifically commissioned by the Provost or his or her designee to serve in such capacity.

f. Faculty Members’ primary responsibility to their subject matter is to seek and to state the truth as they understand it to be based on their study and experience. They are expected to devote their energy to develop and improve their scholarly competence. They are obligated to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. Faculty Members must practice intellectual honesty.

g. As teachers, Faculty Members encourage the free pursuit of learning in their students and protect student academic freedom. They foster honest academic conduct and, on their part, provide equitable evaluations of student performance. They respect the confidential nature of the relationship between Faculty Member and student. They acknowledge significant assistance from students and avoid any exploitation of students for their own private advantage. Consistent with the Student Assessment Recusal Policy, Faculty Members who have a pre-existing patient-provider relationship with a student or agree to establish a non-emergent patient-provider relationship, must recuse themselves from being involved in that student’s assessment or academic promotion.
If a Faculty Member alleges that violation of academic freedom significantly contributed to a decision adverse to him/her, he/she should employ the grievance procedures specified in Section 10 herein.

5.2 GENERAL FACULTY RESPONSIBILITIES

a. Core Faculty holding 12-month appointments for the fiscal year have professional responsibilities to the University for the period commencing July 1 and ending June 30. A Faculty Member may utilize his/her vacation benefits (as established by his/her employer) with advance approval by the Department Chair, and so long as any vacation time(s) does not interfere with the Faculty Member’s responsibilities.

b. Faculty Members are obligated to follow the SOM calendar.

c. In addition to teaching, scholarship (including research), and service, the primary professional responsibility of each member of the faculty is to the SOM, the University community, and the profession. Because Faculty Members should display a high degree of professionalism, they shall:
   i. Aspire to excellence in teaching, promote the learning process, and stimulate the intellectual development of their students with sensitivity to the ERDs.

d. Keep informed of contemporary developments in pedagogy and in their fields of specialization.

e. Accept a reasonable number of assigned or elected committee responsibilities and conscientiously serve on those committees of which they are members.

f. Serve as a resource to University, SOM, or departmental student organizations, when this is consistent with other obligations.

g. Recognize their obligations to the University, University graduates, and their families, by attending annual academic events such as faculty convocation and commencement exercises.

h. Adhere to reasonable deadlines and schedules established for the timely reporting of grades and for other matters related to student registration and record keeping.

i. Assume a reasonable share of responsibility in student academic advisement, in the student academic review process, and in curriculum review and development.

5.3 SCHOOL OF MEDICINE FACULTY MEMBER DUTIES

a. School of Medicine Faculty workload
   i. Faculty Members in the SOM will have widely varying roles and responsibilities. As such, specific expectations and limits related to didactic teaching, clinical productivity and supervision, clinical research targets and scholarly productivity, as well as administrative
assignments, should be developed for each Faculty Member in conjunction with the Department Chair and in concordance with the needs of the department and the SOM, and as included in their job descriptions.

b. Any Faculty Member who believes that assignments or expectations are excessive may appeal to the Dean. Appeal of the Dean’s decision can be made to the Faculty Grievance Committee.

c. Academic advising
   i. Faculty Members are expected to advise students.

d. Advising includes activities such as: mentoring, remediation, and professional development.

e. Assignments shall be made in an equitable fashion.

f. Professional activities and professional services
   The University and the SOM encourage faculty participation in other unpaid professional activities that add to the Faculty Member’s knowledge, qualifications and reputation, and to the reputation of the University, so long as these activities do not interfere with his/her primary responsibility to the University and are cognizant of, and sensitive to, the ERDs. The Faculty Member shall cooperate with the University in striving to inform both the University community and the outside community of such achievements.

5.4 OUTSIDE FACULTY EMPLOYMENT
Core Faculty Members may pursue outside employment as related to their profession, but must advise their Department Chair in writing of the Faculty Member’s roles and responsibilities in advance of accepting such employment. Before accepting each new consulting position, the Faculty Member must update his or her SOM and HMH annual Conflict of Interest forms, as applicable to the terms of their employment. External faculty employment should not coincide with regular work hours at the SOM or require more than 20 percent of full-time employment during the course of a year in total.
SECTION 6: FACULTY SCHOLARSHIP (INCLUDING RESEARCH) AND SPONSORED ACTIVITIES

6.1 SCHOLARSHIP (INCLUDING RESEARCH)
Teaching and scholarship (including research) are complementary activities. A Faculty Member’s professional development requires a continuing commitment to scholarly research and publication. The SOM encourages Faculty Members to engage actively in scholarship (including research) and other professional activities for the advancement and dissemination of knowledge. Such encouragement includes the promulgation of policies and procedures necessary to foster a climate for scholarship (including research), the provision for internally-funded scholarship (including research), and the endorsement and support of acceptable proposals to external sources for sponsorship.

Administrative structures and policies are in place at SHU, HMH, and the SOM to support and protect investigators’ patent, copyright, and intellectual property rights.

6.2 GENERAL PRINCIPLES OF SCHOLARSHIP
The following are the general principles established by University policy:

a. The SOM imposes no limitation on the freedom of the Faculty Members in the choice of fields of inquiry or the dissemination of the results obtained.

b. The SOM shall accept or administer only those research grants and contracts that clearly retain for the faculty investigators unrestricted control with regard to the manner in which scholarship (including research) is conducted and the conclusions are reached.

c. As they pursue scholarly projects (including research), all Faculty Members must be cognizant of, and sensitive to, the ERDs.

d. SOM Faculty will be aware of patent, copyright, and intellectual property-related rights and responsibilities.

6.3 OBLIGATIONS OF SPONSORED ACTIVITIES
The responsibilities of the SOM in accepting grants and contracts, and the responsibilities of Departments, Faculty Members and staff, are as follows:

a. Seton Hall University and the SOM encourage the development and implementation of projects involving fundamental and applied scholarship (including research), training and community-service activities by faculty, administrators, and students.

b. To further these activities, the SOM, the Office of Grants, and the SOM Research Committee shall provide all necessary assistance that may be required by individuals and groups seeking to attract extramural funds to support such endeavors. The solicitation, acceptance, execution, and administration of grants and contracts, however, impose legal, fiscal, and moral obligations by the sponsoring groups and agencies upon the University and/or the SOM. It is therefore important and necessary that requests
for extramural funding for projects be reviewed and approved before submission to potential sponsors. In accepting a grant or contract, the SOM must provide the appropriate share of the time and effort of its personnel to perform work mutually agreed upon with a sponsor. Charges for the work shall be based on the employee’s regular compensation, which, in accordance with University (and/or SOM) practice, constitutes the basis of his/her salary. Payroll distribution records must substantiate all personnel costs.

c. Negotiation of special circumstances attendant to the grant application that may affect salary and compensation shall be addressed on an ad hoc basis between the grant applicant, the SOM Research Committee, and the Office of the Dean before the application’s submission.

6.4 ADMINISTRATION AND PROCEDURES

a. The Provost and the Dean of the SOM are responsible for the formation of policies and procedures relating to extramurally-sponsored projects. This responsibility is carried out with the advice of the University Research Council, the Hackensack Meridian Research Enterprise, and the SOM Research Committee.

b. Proposals for scholarship (including research) support in the form of grants from or contracts with outside agencies must be approved in accordance with current procedures and practices by the SHU Office of Grants and Research Services or the HMH Office of Grants and Research. Use of campus facilities and equipment for these purposes requires the prior written permission of the Department Chair, the Dean of the SOM, and the Provost. Use of HMH clinical facilities and personnel, previously approved by the SOM Research Committee, will be reimbursed to HMH in accordance with the amounts provided in the project budget. The Department Chair and the Dean shall be advised periodically in writing of the progress of such programs.

c. No Faculty Member is empowered to enter into any grant or contract in the name of the SOM, the University, or HMH without the express written permission of the appropriate parties.

d. Faculty interested in applying for a sponsored project should contact the Office of Research and Graduate Studies and/or the SOM Research Committee, which shall assist them in identifying appropriate sources and in preparing proposals.

6.5 TRAVEL TO PURSUE FUNDING

Faculty Members in need of travel funds to pursue a funding possibility for a specific project with a sponsor may request the same through their Department Chair.

6.6 PATENT, COPYRIGHT AND INTELLECTUAL PROPERTY RIGHTS POLICIES

a. The respective rights of individual Faculty Members to patents, copyrights, and intellectual property rights are outlined in periodic University announcements/policy changes and in Faculty Members’ employment contracts. The Faculty Assembly of the SOM reserves the right to consider any changes made to the University Faculty Guide in this regard for possible adoption, inclusion, and amendment to this document.
b. The SOM is separately governed by a "Technology Transfer and Intellectual Property Policy" between itself and HMH to address the licensing/commercialization of intellectual property revenue that arises from sponsored research.

c. SHU’s intellectual property matters are handled through its office of Grants and Research Services, which works closely with the University’s Office of the General Counsel as appropriate.

d. HMH’s Office of Commercialization and Technology Ventures facilitates and promotes the development of intellectual property by investigators at, or affiliated with, HMH.

e. Approved updates to existing policies on patent, copyright, and intellectual property rights and responsibilities shall supersede provisions delineated herein.
SECTION 7: GOVERNANCE OF THE SCHOOL OF MEDICINE

7.1 ROLE OF THE DEAN OF THE SOM

The Dean of the SOM will report on all academic matters to the SHU Provost and will be accountable to the SHU President, with appropriate consultation and collaboration with the SHU Board of Regents, the SOM Board of Governors (BOG) and the HMH CEO. The Dean of the SOM will also serve as the HMH President, Academic Enterprise, with reporting relationships in such a role to the HMH CEO and management. Subject to the reserved powers of the SHU Provost and the HMH CEO, the Dean shall be responsible for the day-to-day operations of medical education (including clinical education), scholarly activity, and service to the SOM.

The Dean's responsibilities shall include:

a. Recruit, appoint, and support a strong leadership team of Associate/Assistant Deans, Chairs and Administration to develop an innovative and bold curriculum which will achieve Liaison Committee on Medical Education (LCME) accreditation for the new SOM.

b. To achieve LCME accreditation, direct efforts for a plan to develop sustainable resources, including financial stability, facility development, and faculty development.

c. In collaboration with the SOM BOG, develop the SOM Vision and Strategic Plan, which will attract top-quality students, faculty, and staff.

d. Develop marketing capability and plan for national visibility of the new SOM.

e. Develop a robust, innovative educational portfolio.

f. Provide leadership to develop a plan for the research agenda for the SOM, including basic, translational, and clinical research platforms.

g. Provide continued and effective leadership in all operational facets of management and governance within the Seton Hall-Hackensack Meridian SOM.

h. At least annually, in collaboration with the SOM BOG, prepare, review, and edit as needed and mutually agreed upon the financial pro forma for the SOM, and submit for approval to the SHU Board of Regents and the HMH Board of Trustees.

i. Promote and enhance diversity and inclusion among students, faculty and staff.

j. Work in collaboration with the SOM BOG as described in the SOM BOG By-Laws.

k. Work effectively as the liaison between SHU and HMH to maximize the synergy between the two organizations.

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l. Assist in developing a strong philanthropic base to support and endow the programs of the SOM
m. Demonstrate knowledge of, and commitment to, the Catholic mission of Seton Hall University
n. Develop academic standards and admission policies
o. In collaboration with the BOG, recommend class size and appropriate growth trajectory for the SOM
p. Support and develop the appropriate balance of the tripartite mission: teaching, scholarship (including research), and clinical education
q. Conceptualize and develop the faculty practice plan, including its relationship with HMH
r. Develop the Faculty effort model, which values and balances academic production and clinical activities
s. Collaborate with Seton Hall’s other schools and colleges to develop an innovative approach to interprofessional education
t. Lead the academic clinical enterprise characterized by quality, safety, and evidence-based and patient-centered clinical care
u. Promote and enhance diversity and inclusion among students, faculty, and staff
v. Develop and create innovative partnerships and ventures with industry, business partners, and foundations
w. Provide strong advocacy of SOM and academic medicine issues at a University, hospital, state, and national level
x. Serve as the public voice of the new SOM in all external activities, hospital affiliates, donors, and the broader New Jersey constituencies and communities
y. Engage and build relationships with these external stakeholders
z. Develop a strong mentorship and professional development program to guide faculty professional developments at the SOM

7.2 FACULTY BYLAWS OF THE SOM

A proposed amendment to the Faculty Bylaws may only be raised by the Provost, the Dean, or a SOM Faculty Member. For a proposed amendment to become an official part of the Faculty By-Laws, it must be approved by the Provost. For this to occur, the proposed amendment must be reviewed and ratified first by an approved vote of two-thirds of the voting Faculty of the SOM, before it can be moved to the Provost’s Office for final consideration.
7.3 SOM STANDING COMMITTEES AND STANDING MEMBERSHIP ON SOM COMMITTEES

The following elected and/or appointed standing committees and subcommittees (collectively, “committee” or “committees”) of the SOM shall be established in the SOM. Each standing committee shall create bylaws to govern the activities and membership of the committee.

In voting on matters presented to standing committees of the SOM, committee members (including the Chair) must recuse themselves from votes in which they have a prior personal involvement or known conflict of interest. Unless noted below or included as an ex officio member, Department Chairs are excluded from service on SOM standing committees.

a. **Medical Education Committee**
   i. The Medical Education Committee (“MEC”) is responsible for making recommendations to the Dean regarding the design, implementation, management, assessment, and enhancement of the medical school curriculum. The MEC is responsible for review of all its subcommittee reports and recommendations, and votes on final decisions regarding all elements of the curriculum.

b. **CURRICULAR CHANGES**
   i. All curricular modifications will occur via the Medical Education Committee (MEC) and its curricular subcommittees. Proposals for changes to the curriculum may be suggested by Faculty Members, Course/Clerkship Directors, and students. Faculty Members should approach the Course/Clerkship Directors in the relevant Department, who will then initiate the appropriate procedure through the Phase 1 Curriculum Subcommittee, Phase 2 Curriculum Subcommittee, Phase 3 Subcommittee or the MEC. Faculty can also contact the Office of Medical Education to discuss ideas and proposed changes.

   ii. The MEC and its subcommittees supervise the educational program leading to the Doctor of Medicine degree. Changes to courses or clerkships that impact the SOM curriculum as described below must be reviewed and approved by the MEC or its subcommittees before implementation.

   iii. The SOM has a horizontally and vertically integrated curriculum. Curricular changes at any level can impact the coherence of the curriculum, and its integration. This procedure is promulgated to describe the scope of such issues, for which approval by the MEC and potentially the Dean is required.

   iv. Changes in the curriculum that require MEC (and potentially Dean or Associate Dean) approval include, but are not limited to: changes to the Educational Program Objectives, major modifications to a course or clerkship (e.g., changes in structure or duration of a course, or a substantial change that impacts another course, or impacts the relationship between courses).

   v. Phase 1 and 2 Curriculum Subcommittee approval: addition, deletion, or substantial change to the content in course- or clerkship-level objectives and/or significant alterations in the instructional or evaluation methods in the course or clerkship.
*c.* The MEC is composed of 20 members. There are 15 voting members (Associate Dean of Medical Education (non-voting); seven faculty members elected by the Faculty Assembly [distributed proportionally across Departmental clusters]; medical librarian appointed by the Associate Dean of Medical Education; Chairs of the Phase 1, Phase 2, Phase 3 and IQI Subcommittees; and three student members elected by the Student Government Association and representing the second, third and fourth academic years) and four non-voting members (Associate Dean of the Medical Education Continuum; Assistant Dean of Medical Education; Assistant Dean of Student Affairs and Welfare; one student member elected by the Student Government Association representing the first academic year). In the event of a tie, the final vote goes to the Dean.

   i. The Chair of the MEC is initially the Associate Dean of Medical Education. Once the SOM achieves Full LCME Accreditation, the Chair will transition to a faculty member elected from the voting members of the MEC. When the Associate Dean of Education is no longer the chair of the MEC, s/he will become a voting member of the MEC.

*d.* All appointments are three-year renewable appointments, except for ex officio members. The MEC will meet monthly and at such other times as set forth in the bylaws of the MEC.

e. Department Chairs may not serve on the MEC except by virtue of other ex officio appointments.

*f.* There are four subcommittees of the MEC. The subcommittees provide regular reports, as well as any recommendations for modifications for improvement or requests for significant curricular change, to the MEC.

g. **Phase 1 Curriculum Subcommittee of the MEC**
   
   i. The Phase 1 Curriculum Subcommittee of the MEC (“Phase 1 Subcommittee”) is responsible for making recommendations to the MEC regarding the development, review, and enhancement of objectives, content, student workload, student performance, evaluations, and integration related to the Phase 1 curriculum.

   ii. The Phase 1 Subcommittee is composed of 23 members. There are 19 voting members (seven Sciences/Skills/Reasoning [S/S/R] Course Directors, the Human Dimension Course Director, the Director of the Clinical Skills, the Health Systems Science Curricular Lead, one additional Longitudinal Curricular Lead from the Department of Medical Sciences [appointed by the Associate Dean of Medical Education], the Problem-Based Learning Director, the Phase 2 and Phase 3 Subcommittee Chairs, the Assistant Dean of Medical Education, and three student members elected by the Student Government Association and representing the second, third, and fourth academic years). There are four non-voting members, including the Associate Dean of Medical Education, the Assistant Dean of Student Affairs and Wellbeing, the Director of Institutional Effectiveness and Assessment, and one elected student member representing the first academic year. All appointed S/S/R co-Course Directors may attend the meeting but there will be only one vote per course.

   iii. The Chair of the Phase 1 Subcommittee is appointed from among the Phase 1 Course-Directors and Curricular Leads by the Associate Dean of Medical Education and is a three-year appointment. The Phase 1 Subcommittee will meet monthly and at such other times as set forth in the bylaws of the Phase 1 Subcommittee.

*h.* **Phase 2 Curriculum Subcommittee of the MEC**
i. The Phase 2 Curriculum Subcommittee of the MEC ("Phase 2 Subcommittee") is responsible for making recommendations to the MEC regarding the development, review, and enhancement of objectives, content, student workload, student performance, evaluations, and integration related to the Phase 2 curriculum.

ii. The Phase 2 Subcommittee is composed of 20 members. There are 16 voting members (eight Clerkship Directors, Human Dimension Course Director [or designee], Director of Clinical Skills [or designee], the Phase 1 and Phase 3 Subcommittee Chairs, the Assistant Dean of Medical Education, and three student members elected by the Student Government Association and representing the second, third, and fourth academic years. There are four non-voting members, including the Associate Dean of Medical Education, the Assistant Dean of Student Affairs and Wellbeing, the Director of Institutional Effectiveness and Assessment, and one student member representing the first academic year. If there are co-Clerkship Directors, all appointed Directors may attend the meeting but there will be only one vote per clerkship.

iii. The Chair of the Phase 2 Subcommittee is appointed from among the Phase 2 Clerkship Directors by the Associate Dean of Medical Education and is a three-year appointment.

iv. The Chair of the Phase 2 Subcommittee is appointed from among the Phase 2 Clerkship Directors by the Associate Dean of Medical Education and is a three-year appointment. The Phase 2 Subcommittee will meet monthly and at such other times as set forth in the bylaws of the Phase 2 Subcommittee.

i. **Phase 3 Curriculum Subcommittee of the MEC**

   i. The Phase 3 Curriculum Subcommittee of the MEC ("Phase 3 Subcommittee") is responsible for making recommendations to the MEC regarding the development, review, and enhancement of objectives, content, student workload, student performance, evaluations, and integration related to the Phase 3 curriculum.

   ii. The Phase 3 Subcommittee is composed of 14 members. There are 12 voting members (Associate Dean of Research and Graduate Studies, Associate Dean of the Medical Education Continuum, Assistant Dean of Student Affairs and Wellbeing, representatives of the Phase 1 and Phase 2 Subcommittees [elected by the subcommittees], a Faculty representative of the Research Committee [elected by the Research Committee], three Faculty members elected by the Faculty Assembly and representing clinical medicine, dual-degree programs and an at-large member, two student members elected by the Student Government Association and representing the third and fourth academic years, an appointed SOM graduate who previously completed the Core Curriculum in three years) and two non-voting members (Associate Dean of Medical Education, Director of Institutional Effectiveness and Assessment).

   iii. The Chair of the Phase 3 Subcommittee is the Associate Dean of Research and Graduate Programs. All appointments are three-year renewable appointments, except for ex officio appointments. The Phase 3 Subcommittee will meet monthly and at such other times as set forth in the bylaws of the Phase 3 Subcommittee.

j. **Institutional Quality Improvement Subcommittee of the MEC**

   i. The Institutional Quality Improvement Subcommittee of the MEC ("IQI Subcommittee") is responsible for reviewing, recommending action regarding, and monitoring evaluation and assessment data; monitoring and advising if the SOM is meeting its educational goals;
promoting, supporting, and/or implementing educational QI projects/activities; and, monitoring compliance with accreditation and educational standards established by the LCME and SOM for evaluation of impacts on the academic and educational program and recommending actions. The IQI Subcommittee makes recommendations to the MEC and other relevant committees and administrative offices in the SOM regarding these issues.

k. The IQI Subcommittee is composed of 12 voting members (Director of Institutional Effectiveness and Assessment, Chairs of the Phase 1, Phase 2 and Phase 3 Subcommittees, elected Faculty representatives from the Phase 1, Phase 2, and Phase 3 Subcommittees [elected by those subcommittees], the Associate Dean of Medical Education, the Associate Dean of Faculty, the Associate Dean of Diversity & Equity, the Associate Dean of Finance and Operations, and the Assistant Dean of Undergraduate Medical Education).

l. The Chair of the IQI Subcommittee is the Director of Institutional Effectiveness and Assessment. All appointments are three-year renewable appointments, except for ex officio appointments. The IQI Subcommittee will meet monthly and at such other times as set forth in the bylaws of the IQI Subcommittee.

m. Appointments and Promotions Committee
   i. The Appointments and Promotions Committee ("APC") is responsible for making recommendations to the Dean regarding all matters related to the appointment and promotion of Faculty Members of the SOM.

n. The APC is composed of 17 members; there are 15 voting members (fifteen faculty members [Associate Professor or Professor rank] elected by the Faculty Assembly [distributed proportionally across Departmental clusters]) and two non-voting members (Associate Dean of Faculty; Associate Dean of Diversity and Equity).
   i. The Chair of the APC is initially the Associate Dean of Faculty for at least one year at which time the committee will elect a Chair. When the Associate Dean of Faculty is no longer the chair of the APC, s/he will become a voting member of the APC.

o. The Chair and all members will serve a three-year renewable term. The APC will meet quarterly and at such other times as set forth in the bylaws of the APC Committee.

p. Department Chairs may serve on the APC.

q. In the event of a tie the Associate Dean of Faculty will vote.

r. Student Performance Review Committee
   i. The Student Performance Review Committee ("SPRC") is responsible for reviewing and discussing the academic standing of all enrolled students, including addressing deficits in academic performance and allegations of student breaches in professional behavior.

s. The SPRC makes recommendations to the Dean regarding a course of action for students who do not meet expectations in any aspect of the SOM curriculum, including allegations of student breaches in professional behavior.
The SPRC is composed of 10 members; there are 8 voting members (three elected faculty members elected by the Faculty Assembly [distributed proportionally across Departmental clusters], five faculty members appointed by the Dean of the SOM [distributed proportionally across Departmental clusters]) and two non-voting members (Associate Dean of Medical Education; Assistant Dean of Student Affairs and Welfare).

The Chair of the SPRC is elected from among the Faculty Members on the committee. The Chair and all members will serve a three-year renewable term. The SPRC will meet quarterly and at such other times as set forth in the bylaws of the SRPC Subcommittee.

Department Chairs may not serve on the SPRC except by virtue of other ex officio appointments.

There is one subcommittee of the SPRC, the Student Professionalism Subcommittee ("SPS"). The SPS is responsible for making recommendations to the SPRC related to student breaches of professionalism.

i. The SPS is composed of 11 voting members. There are 5 faculty appointed by the Dean [(1) JD/PhD/MD - ethics expert, (2) medical science faculty, (3) mental health workers, (4) Internal Medicine/Pediatrics/Family Medicine faculty member, and (5) other public health or medical professional]; 3 faculty from Faculty at large elected by Faculty Assembly; and 3 student members (one from 1st, 2nd and 3rd year classes). The chair is elected by the members of the committee and serves a three-year term.

The Chair of the SPS is elected from among the Faculty Members on the subcommittee. The Chair and all members will serve a three-year renewable term. The SPS will meet at such times as set forth in the bylaws of the SPS.

Prioritization of student breaches in professionalism (as minor, moderate or major) is conducted by a subgroup of the SPS, the Rapid Response Team (RRT). The RRT is comprised of the five members of the subcommittee appointed by the Dean (JD/PhD ethics expert, basic science PhD, psychiatrist, pediatrician, public health professional).

Faculty Grievance Committee

i. The Faculty Grievance Committee ("FGC") is responsible for evaluating an allegation by any Faculty Member that an action taken by a University or SOM official or committee was a violation of provision(s) of the SOM Faculty Guide, the Faculty Bylaws, or of written University policy. Grievances concerning appointments, re-appointments, renewal of term, promotion, dismissal, sabbaticals, leaves, reductions in rank or force, job evaluations, assignments and reassignments, shall be limited to allegations that University policies or procedures have been violated, and shall not include the merits of the case. The FGC does not have any jurisdiction over a claim concerning harassment or discrimination (or other violation of federal, state and/or local law); a Faculty Member with such a claim shall utilize the most appropriate avenue provided by that Faculty Member’s employer.

The FGC is composed of 6 voting members; the 6 voting members are elected by the Faculty Assembly [distributed proportionally across Departmental clusters].
bb. Department Chairs may not serve on the FGC.

c. The Chair of the FGC is elected from among and by the SOM Faculty members on the committee. The Chair and all members will serve a three-year renewable term. The FGC will meet at such times as set forth in the bylaws of the FGC.

dd. Nominations and Elections Committee (NEC)
   i. The NEC is responsible for managing the elections of Faculty Members to SOM committees, as well as to any SOM offices requiring the election of SOM Faculty Members.

e. The NEC is composed of 3 voting members elected by the Faculty Assembly [distributed proportionally across Departmental clusters].

ff. Department Chairs may not serve on the NEC.

gg. Members of the NEC will serve a three-year renewable term. The NEC will meet on at such times as set forth in the bylaws of the NEC.

hh. Admissions Committee
   i. The Admissions Committee is responsible for establishing and reviewing admission requirements for the SOM and for reviewing, interviewing, and selecting applicants for admission to the SOM. The Admissions Committee is independent of the Dean and does not report to her or him.

ii. The initial formation of the Admissions Committee will have a composition as listed below. After the initial formation, subsequent formulations of the Admissions Committee may differ as determined by the Assistant Dean of Admissions.

   i. The initial formation of the Admissions Committee is composed of 24 voting members (Assistant Dean of Admissions, Assistant Dean of Student Affairs and Welfare, a faculty member appointed by the Associate Dean of Research and Graduate Studies, a faculty member appointed by the Associate Dean of Diversity and Equity, a member of the Catholic community appointed by the Dean of the SHU School of Theology, a member appointed by the Dean of the SHU College of Nursing, a member appointed by the Dean of the SHU School of Health and Medical Sciences, 15 faculty members selected through solicitation of applications by the Office of Admissions and selected by the Assistant Dean of Admissions. After the inaugural class, two students elected by the Student Government Association representing the first and second academic years will be added to the committee.

jj. Department Chairs may serve as elected committee members.

kk. The Chair of the Admissions Committee is the Assistant Dean of Admissions. All appointments are three-year renewable appointments, except for ex officio appointments. The Admissions Committee will meet at least monthly and at such other times as set forth in the bylaws of the Admissions Committee.

ll. There is one sub-committee of the Admissions Committee, the Internal Advisory Subcommittee.
mm. Graduate Medical Education Committee
   i. The Graduate Medical Education Committee (“GMEC”) is responsible for providing oversight of the Graduate Medical Education (“GME”) learning environment and ensuring the presence of high-quality training environments that lead to patient care and innovation that better serve the community. The GMEC makes recommendations to the Dean regarding the GME learning environment.

nn. The GMEC has a variable number of members, dependent upon the number of Accreditation Council for Graduate Medical Education (ACGME) sponsored programs. The voting members of the GMEC include the Designated Institutional Officer (DIO), the Dean of the SOM, the Associate Dean of the Medical Education Continuum, ACGME-sponsored Program Directors (as indicated by ACGME guidelines), resident or fellow representatives of ACGME-sponsored programs (as indicated by ACGME guidelines), a Quality Improvement or Patient Safety Representative, at least two Faculty Members from Departments other than those with sponsored residency programs (as indicated by ACGME guidelines).

oo. The Chair of the GMEC is the DIO. All appointments are three-year renewable appointments, except for ex officio and resident/fellow appointments. The GMEC will meet quarterly and at such times as set forth in the bylaws of the GMEC.

pp. Research Committee
   i. The Research Committee (“RC”) is responsible for oversight and support of the SOM research enterprise by:
   1. Oversight of policies and procedures related to research and associated infrastructure,
   2. Encouraging and supporting research activities among faculty and students,
   3. Assuring compliance with regulatory requirements and safety mandates,
   4. Promoting grant proposal submission,
   5. Identification and support of pharmaceutical/industrial/biotechnology partnerships,
   6. Support of team-based, collaborative, interdisciplinary, and inter-professional approaches to research and project funding,
   7. Coordination with institutional technology transfer/innovation offices to assure intellectual property protection, management, and development,
   8. Identification of areas of research strength and assigning of resources, and
   9. Working with SHU, HMH, and Stevens Institute of Technology to identify duplicative and or missing services, core facilities, and related policies and procedures.

yy. The RC makes recommendations to the Dean regarding the SOM Research Enterprise.

zz. The RC is composed of 9 voting members. The nine members include six Faculty Members elected by the Faculty Assembly [distributed proportionally across Departmental clusters], an Institutional Research Officer [appointed by the Dean of the SOM], one member from SHU [appointed by the Dean of the SOM], and the Associate Dean of Research and Graduate Studies.

aaa. Department Chairs may serve as elected committee members

bbb. The Chair of the RC is the Associate Dean of Research and Graduate Programs. All appointments are three-year renewable appointments, except for ex officio and resident/fellow appointments. The RC will meet quarterly and at such times as set forth in the bylaws of the RC.
Diversity and Equity Committee

The Diversity and Equity Committee ("DEC") is responsible for:

1. Developing and maintaining a diversity database to establish data integral to sustaining effective recruitment, retention, and professional development of under-represented students, faculty, and staff.

2. Ensuring that policies and procedures regarding diversity, inclusion, and equity in the SOM are consistent with those of Seton Hall University and HMH.

3. Fostering the development of personal attributes in employees and students of the SOM that are necessary to achieve its mission.

4. Encouraging and supporting culturally-relevant scholarly activities that acknowledge and respect systems of healing that emerge from different traditions.

5. Providing a culturally-competent, inclusive, and respectful environment.

6. Developing and/or recommending policies and programs to continue to grow a culture of diversity, inclusion, and pluralism in the SOM, and in collaboration with the Office of Cultural Diversity at HMH.

7. The DEC is composed of 12 voting members. The twelve members include three Faculty Members elected by the Faculty Assembly [distributed proportionally across Departmental clusters], the Dean of the SOM, the Associate Dean of Diversity and Equity, the Associate Dean of Faculty, the Assistant Dean of Admissions, the Human Dimension Course Director, a representative from the HMH Office of Cultural Diversity [appointed by the Dean of the SOM], and three students elected by the Student Government Association and representing the first, second and third academic years.

8. Department Chairs may serve as elected committee members.

9. The Chair of the DEC is the Associate Dean of Diversity and Equity. All appointments are three-year renewable appointments, except for ex officio and resident/fellow appointments. The RC will meet quarterly and at such times as set forth in the bylaws of the DEC.

10. There is one subcommittee of the DEC, the Community Advisory Board.

   i. The Community Advisory Board of the DEC is committed to fostering open communication between the SOM and its surrounding communities.

11. Board meetings will consist of SOM staff leaders making presentations on topics including school infrastructure, funding issues, and health care public policy trends. A standing agenda item will be the status of the Human Dimensions Course of the SOM, which will take place in the community. In addition, a presentation about a specific health topic affecting residents and the local community also is made by one of the SOM directors or researchers.

12. Board members are given the opportunity to ask questions and raise concerns about how specific projects and conditions may affect communities served by the SOM. The goal is to create an ongoing dialogue that helps to prevent conflicts and ensures a smooth relationship between the SOM and its neighboring communities.

13. Membership will consist of elected officials or their representatives, leaders of civic and religious organizations and community associations, neighborhood activists, and individuals representing the SOM.
The Community Advisory Board is chaired by a community member appointed by the Dean. It will meet quarterly.

7.4 FACULTY ASSEMBLY AND OFFICERS

a. Membership in the Faculty Assembly of the SOM shall consist of those holding appointments as Core Faculty as defined in the Faculty Guide in the ranks of Instructor, Assistant Professor, Associate Professor, and Professor, as well as those that have been hired to serve in a faculty position that is eligible for ranking but whose rank has not yet been assigned.

b. The Faculty Assembly is free to create such officers and agencies (e.g., committees, task forces) as it deems appropriate to promote the interests of Faculty. The officers and agencies shall be selected and function in accordance with the Faculty Bylaws, and must, in all announcements and publicity, be clearly identified as officers and/or agents of the Faculty Assembly.

c. The positions of Chair and Vice Chair of the Faculty Assembly are filled by candidates elected by the Faculty Assembly to serve a term of two years. These officers shall be selected and function in accordance with the Faculty Bylaws, and in all announcements and publicity, be clearly identified as officers of the Faculty Assembly.

d. Nominations for the positions of Chair and Vice Chair of the Faculty Assembly shall be solicited in April of each year by the current Faculty Assembly Chair. Voting shall be conducted by secret ballot following the April meeting of the Faculty Assembly and before the May meeting. The newly elected Chair and Vice Chair shall assume their positions after the June meeting.

e. The Faculty Assembly will meet on a regular basis as determined by the SOM Faculty Bylaws.
SECTION 8: GENERAL GOVERNANCE

8.1 SELECTION OF ACADEMIC ADMINISTRATORS

a. Authority for appointing administrators resides with the Board of Regents, the President or his/her delegates. The University endorses the participation of the Faculty Assembly in the selection process for administrators with responsibility in the academic area.

b. The chain of academic responsibility proceeds from the President to the Provost to the Academic Deans and the Dean of the University Libraries.

c. There shall be search and screen committees, as specified below, for the position of the Dean of the SOM.

d. The Dean of the SOM, in consultation with the Provost and the HMH CEO (or designee), appoints the positions of Associate and Assistant Deans of the SOM.

8.2 FACULTY REPRESENTATION FOR THE SEARCH COMMITTEE FOR THE OFFICE OF THE DEAN OF THE SOM

a. The Provost appoints members to a search committee for the position of Dean. In the event that a search for the Dean of the SOM is necessary, the standing Nominations and Elections Committee shall recommend the following nominees to the Provost:

   i. Five Core Faculty Members elected by the Faculty Assembly of the SOM.

b. One administrator whose position reports to the Dean; this individual will serve as a non-voting member and is selected by the Provost.

c. One Faculty Member of SHU from outside the SOM, appointed by the Provost.

d. Two student representatives from the SOM, elected by the Student Government Association.

e. One Alumna/Alumnus from the SOM elected by the Faculty Assembly of the SOM.
SECTION 9: GRIEVANCES BY FACULTY MEMBERS

9.1 GRIEVANCES: DEFINITIONS

a. A grievance herein is an allegation by any Faculty Member or by the Faculty Grievance Committee that an action taken by a University official or committee was a violation of provision(s) of the SOM Faculty Guide, the Faculty Bylaws, or of written University policy.

b. Grievances concerning appointments, re-appointments, renewal of term, promotion, dismissal, sabbaticals, leaves, reductions in rank or force, job evaluations, assignments and reassignments, shall be limited to allegations that University policies or procedures have been violated, and shall not include the merits of the particular case.

9.2 GRIEVANCES: LIMITATIONS

a. Any Faculty Member filing a claim concerning harassment or discrimination (or any other legal or serious workplace incident) shall utilize the most appropriate avenue provided by that Faculty Member's employer.

b. Nothing in the resolution of a grievance shall be inconsistent with the terms of the Faculty Guide, the Academic Affiliation Agreement, the Amended and Restated Agreement between SHU and HMH, the SOM Bylaws, the SOM Research Agreement, or a Faculty Member's terms and conditions of employment.

c. Nothing in the resolution of a grievance shall be deemed a grant of power to a Chair or administrator of any power(s) not otherwise in his/her assigned domain of responsibilities, nor to provide a remedy that is not within the scope of power of said Chair or administrator.

9.3 OVERVIEW OF GRIEVANCE RESOLUTION STAGES

The Faculty Grievance Committee shall not be engaged until reasonable efforts have been made to settle the matter of the grievance. As described below, these efforts shall include, at minimum, informal conversations among the affected parties, and then consultation with the presiding administrator. The decision of the presiding administrator may be appealed up the academic chain; the Faculty Grievance Committee may be engaged as part of this appeal or subsequent to its results. The aggrieved Faculty Member is not obliged to file a grievance or to engage the Faculty Grievance Committee. There are also procedures described below for grievances against the SOM, Dean, or Provost, and for grievances filed by the Faculty Grievance Committee itself.

a. Informal Procedure: An aggrieved Faculty Member should initially discuss a complaint with the individual Faculty Member, committee, Chair, Dean, etc., responsible for the action to which the Faculty Member takes exception, in hopes of coming to a mutually agreeable resolution to the problem. This discussion should be initiated no more than 20 business days past the date of the occurrence or discovery of the alleged violation. Once this discussion is initiated, the parties should attempt to reach a mutually agreeable resolution within an additional 20 days. If 40 business days have elapsed since the occurrence...
or discovery of the alleged violation without mutually satisfactory resolution between the parties, then the grievance process should escalate as in Section 10.3.b.

b. Consultation with presiding administrator: A grievance shall be filed, on forms prescribed by the Provost, with the administrator of the unit in which the alleged violation occurred. Grievances against individual Faculty Members or Department committees shall be filed with the appropriate Chair; against Chairs or SOM committees with the Dean of the SOM; against a Dean or University committee with the Provost (see Section 10.3.f).

i. A copy of the grievance filed shall be provided to the individual whose action is being grieved.

c. A grievance must be filed within 50 business days of the occurrence or the discovery of the alleged violation; i.e., within 10 business days of the end of the 40-day period for informal discussion stipulated in Section 10.3.a.

d. If making progress, a request for extension to work out the grievance will be be granted. If not, see below.

e. The appropriate administrator shall communicate his/her decision in writing to the aggrieved party within 15 calendar days from the date of filing.

f. Appeal to next level of administration: The aggrieved party may appeal a Chair’s or Dean’s decision up the academic chain of command to the Provost. Each appeal must be filed with the appropriate supervisor within 15 calendar days of receipt of the prior decision. Each administrator shall communicate his/her decision in writing to the aggrieved party within 15 calendar days of filing, unless there is an investigation by the Faculty Grievance Committee as discussed below.

g. Engagement of the Faculty Grievance Committee: Whenever a grievance is appealed from the Departmental level, the aggrieved Faculty Member may request an investigation and written report by the Faculty Grievance Committee. This request must be made simultaneously with filing an appeal to the Dean. The Faculty Grievance Committee shall, within 10 calendar days, communicate to the Dean and Faculty Member, in writing, whether or not it intends to examine the grievance. The composition and activities of the Faculty Grievance Committee are discussed in Section 8.3.d.

h. A Faculty Member who takes exception to a policy of the SOM may initiate a complaint in writing to the Dean, to which the same notification and resolution periods should be applied as in Sections 10.3.a-d.

i. A grievance against the Dean, Provost or the President shall be filed initially with the SOM Faculty Grievance Committee.

j. The Faculty Grievance Committee of the SOM may initiate a complaint in writing to the Dean, for example, in cases in which the committee perceives there to be interference with its charge and its ability to carry out its charge.
9.4 FACULTY GRIEVANCE COMMITTEE

a. The composition of the SOM Faculty Grievance Committee is discussed in Section 8.3.d. All Members of the Faculty Grievance Committee will receive appropriate education about the grievance process and policies from the Office of Faculty, as well as the University’s Human Resources Department, and the University Office of the General Counsel.

b. If the SOM Faculty Grievance Committee decides to act upon a request to investigate a grievance as specified in Section 10.3.d, the committee shall have an additional two months within which to investigate the matter and issue its report to the Dean, in writing. Copies of the report shall be made available by the Chair of the Faculty Grievance Committee to the Faculty Member, and the Department Chair of the aggrieved party. The Dean shall not take final action on the appeal until receipt of this report. The Dean shall communicate his/her decision in writing to the aggrieved party within 15 business days after receipt of the report from the Faculty Grievance Committee.

c. The Faculty Grievance Committee may also be asked to investigate as part of a grievance of the University or Dean, or as part of an appeal of a decision by the Dean, if the Faculty Grievance Committee has not already been engaged in the matter. The Faculty Grievance Committee cannot be engaged in a particular matter more than once, including a matter for which the committee was asked to investigate and declined to do so.

d. When a grievance is appealed from the Dean to the Provost, the request of the Faculty Grievance Committee shall be filed simultaneously with the appeal to the Provost. If the Faculty Member has already exercised those rights, the report of the Faculty Grievance Committee shall be appended to the appeal at the time the appeal is made to the Provost. The same policies and practices will apply (as in Section 10.4.b) when the Faculty Grievance Committee is engaged on appeal or in a matter concerning the Dean or SOM, with the exception that the committee's report shall be delivered to the Provost.

e. If the aggrieved party decides to appeal the decision of the Provost, the aggrieved party must notify the Chair of the Faculty Grievance Committee in writing within 15 calendar days. A copy of such notice must be sent to the President of the University.

f. As noted in Section 8, Members of the Faculty Grievance Committee are expected to recuse themselves from cases with which they have a prior personal involvement. It is recognized that it may not be possible to compose a Faculty Grievance Committee with no involvement whatsoever in the case. Either party to the grievance may request the excusing of a Member of the committee for cause (e.g., prior substantial involvement in the case or perceived past relationships with parties to the grievance that may potentially compromise the Faculty Grievance Committee Member’s ability to be impartial). Such requests should be made to the Provost within five business days of the notification of the initial tentative composition of the committee. The Provost is not obligated to act on this request, and will notify the parties of his/her decision, and of a replacement, if applicable, within five business days. Furthermore, each party to the grievance may require the recusal of one Faculty Grievance Committee Member without explanation – this notification shall be made within five business days of the notification of the initial tentative composition of the committee, or of the notification of the Provost that he/she has not accepted the request of the party to excuse a tentative Member of the committee for cause. The Faculty
Grievance Committee, both parties to the grievance, and the presiding Chair and Dean, shall be notified of the delay in the initiation of the committee; the identity of a committee Member for whom recuse was requested, but denied by the Provost, shall be kept confidential and known only to the person making the request and the Provost.

g. When there are no further objections to the composition of the committee, or when the appeals have been exhausted, the Provost shall notify the Chair of the Faculty Grievance Committee of the official Membership of the committee. The Chair will then notify all parties, including the Dean. At this point, the Faculty Grievance Committee will have two months to investigate and deliberate the matter. It is expected that elected Members of a committee that begins its investigations within two months of the lapse of their terms will continue to serve out the grievance past their original terms. Elections of elected Members of the Faculty Grievance Committee will not be affected, and newly elected Members will take office as usual for all new grievances and Faculty Grievance Committee business.
SECTION 10: FACULTY GUIDE APPROVAL, AMENDMENTS, AND SEVERABILITY

10.1 APPROVAL OF FACULTY GUIDE
Prior to its approval by the Provost, the Faculty Assembly will have the right to review the SOM Faculty Guide and provide suggestions for revisions to the SOM. Final approval of the SOM Faculty Guide must be obtained from the Provost of the University or the designee of the Provost.

10.2 AMENDMENTS
A proposed amendment to the SOM Faculty Guide may only be raised by either the Office of the Provost, the Dean, or a member of the SOM Faculty Assembly. For a proposed amendment to become an official part of the Faculty Guide, it must be approved by the Provost (in consultation and collaboration with the HMH CEO). For this to occur, any proposed amendment that does not also require revision of the Faculty Bylaws must be reviewed and ratified first by an approved vote of one-half plus one of the voting members of the SOM Faculty Assembly. If accepted, the amendment terms must be memorialized in writing and, before it can be moved to the Provost’s Office for final consideration be appended to this document until the next printed version is distributed to all relevant parties. Final approval of amendments of the Faculty Guide must be obtained from the Provost of the University.

10.3 SEVERABILITY
If any provision of this Faculty Guide is held unenforceable, then such provision will be modified to reflect the parties’ intention. All remaining provisions of the Faculty Guide shall remain in full force and effect.
APPENDIX A: TEMPLATE FOR LETTER GRANTING EXPEDITED APPOINTMENT

DATE

NAME

ADDRESS

Dear [INSERT NAME]:

On behalf of the Hackensack Meridian School of Medicine at Seton Hall University ("SOM"), it gives me great pleasure to appoint you as an [RANK] in the [DEPARTMENT] at the School of Medicine. This letter of appointment supersedes and voids all previous faculty appointments you may have received from the SOM.

Your appointment at the SOM will commence on the date of this letter, and as an expedited faculty appointment (as described in the Draft Faculty Guide of the Hackensack Meridian School of Medicine at Seton Hall University ["Draft Faculty Guide"] ) it will be valid for a period of two years from the date of appointment expiring on [DATE]. Prior to the expiration of your expedited faculty appointment, you must apply for appointment at rank or promotion through the full appointment/promotion process described in the Draft Faculty Guide.

Your responsibilities as a Faculty Member are detailed in the Draft Faculty Guide of the SOM. Your specific responsibilities for teaching, scholarship (including research), and service (to the SOM, profession, or community, excluding clinical service) will be determined based upon discussion between you and your Department Chair, in collaboration with the Department Vice-Chair and the Dean of the SOM (or the Dean's designees). As a Faculty Member, you will work with your Department Chair to establish your professional goals as a Faculty Member. You will also receive an evaluation annually from your Department Chair, during which your progress towards achieving your professional goals, as well as your teaching, scholarship, and service activities will be evaluated.

As a Core Faculty Member, and as described in the Draft Hackensack Meridian School of Medicine at Seton Hall University Bylaws for the Governance of the Faculty Assembly of the School of Medicine ("SOM Draft Faculty Bylaws"), your faculty appointment grants you membership on the SOM Faculty Assembly. As a member of the Faculty Assembly, you are eligible to vote in elections or motions brought before the Faculty Assembly, to serve as an officer of the Faculty Assembly, and as described in the Draft Faculty Bylaws and Draft Faculty Guide, serve on standing committees of the SOM.

This faculty appointment does not entitle you to any salary or benefits from the School of Medicine and does not increase or decrease the salary that you receive from your current employer. Depending upon the specific assignments or role you assume within the SOM, you may receive remuneration from the SOM. This will be documented separate from this appointment letter with the terms documented in writing.

Appointment as a SOM Faculty Member requires compliance with the "Conflict of Interest and Commitment Policy for Faculty of the Hackensack Meridian School of Medicine at Seton Hall University ", which includes acknowledgement of the policy as well as completion of a Disclosure Form upon initial appointment and annually thereafter.

Your appointment is contingent upon a satisfactory background check. The process described below is used to receive your permission to use the background check that was part of the onboarding process for your employment or privileges with Hackensack Meridian Health or Seton Hall University. If you have not had a background check as
part of your association with Hackensack Meridian Health or Seton Hall University, or are unsure if a background check has been performed, this process provides your consent for the SOM to perform a background check.

In your capacity as a Faculty Member of the SOM, as described above and in the Draft Faculty Guide, you agree not to require or facilitate SOM student participation in any clinical practices or engage in any research that is contrary to the Ethical and Religious Directives for Catholic Health Care Services of the United States Conference of Catholic Bishops (the “ERDs”). In your capacity as a Faculty Member, you also agree to support the ERDs, and any subsequent changes made to them, as well as the Catholic mission and identity of the University. A copy of the current ERDs can be found at:


To initiate your expedited appointment as a Faculty Member of the School of Medicine, you must:

1. Complete a demographic survey.
2. Download and acknowledge receipt of the following documents:
   - SOM Mission & Vision and Competencies & Educational Program Objectives (EPOs)
   - Draft SOM Faculty Guide and Bylaws. These documents will be reviewed by the Faculty Assembly and approved by the SHU Provost.
3. Download, complete and return the SOM Conflict of Interest and Commitment acknowledgement and disclosure form.
4. Provide consent for use of a previously conducted background check or consent to a new background check.

Accept the terms of this expedited appointment letter.

These items can all be accessed and completed at: http://tinyurl.com/SOM-Expedited

If you have any questions, please do not hesitate to contact your Department Chair, [DEPT CHAIR], or the Office of Faculty at the School of Medicine.

Once again, congratulations and welcome to the Faculty of the School of Medicine!

Very truly yours,

Bonita Stanton, M.D.
Founding Dean, Hackensack Meridian School of Medicine at Seton Hall University

For Seton Hall University:
Erik Lillquist, J.D.
Associate Provost for Academic Projects, Seton Hall University

On behalf of:
Karen Boroff, Ph.D.
Provost, Seton Hall University

cc:
Office of the Dean, Hackensack Meridian School of Medicine at Seton Hall University
Office of Faculty, Hackensack Meridian School of Medicine at Seton Hall University
[CHAIR, DEPARTMENT]
[VICE-CHAIR, DEPARTMENT]
APPENDIX B: HACKENSACK MERIDIAN SCHOOL OF MEDICINE AT SETON HALL UNIVERSITY BYLAWS FOR THE GOVERNANCE OF THE FACULTY ASSEMBLY OF THE SCHOOL OF MEDICINE (SOM FACULTY BYLAWS)

SECTION I: NAME
The name of the organization is “The Faculty Assembly” (hereinafter referred to as “Faculty Assembly”) of the Hackensack Meridian School of Medicine at Seton Hall University (hereinafter referred to as “School” or “SOM”). Members of the Faculty Assembly are hereinafter referred to as “Members” or “the Membership.”

SECTION II: PURPOSE
The purpose of the Faculty Assembly is to have jurisdiction over academic matters pertaining to the SOM. The Faculty Assembly may also consider other University matters.

SECTION III: MEMBERSHIP
Membership in the Faculty Assembly of the SOM shall consist of those holding appointments as Core Faculty as defined in the Faculty Guide in the ranks of Instructor, Assistant Professor, Associate Professor, and Professor, as well as those who have been hired to serve in a Faculty position that is eligible for ranking but whose rank has not yet been assigned.

SECTION IV: FACULTY OFFICERS
Article 1: A Chair and Vice Chair of the Faculty Assembly shall be elected from the Faculty for a term of two years. The election should take place after the regularly scheduled April meeting of the Faculty Assembly. In the event of a change in officers due to resignation or absence of elected individual, the Nominations and Elections Committee will conduct an election within 30 days.

Article 2: The duties of the Chair of the Faculty Assembly shall be:
A. To prepare and distribute to the Faculty the agenda for the meetings of the Faculty Assembly.
B. To preside over meetings of the Faculty Assembly.
C. To distribute provisional meeting minutes (i.e., minutes that have not been approved by the Faculty organization) to the Faculty Assembly at least one week in advance of meetings and post them on the Faculty Assembly online page as “unapproved minutes.”
D. To distribute a copy of approved minutes to the Dean and post a copy on the Faculty Assembly online page within one week of the meeting.
E. To conduct such correspondence as may be necessary for transmitting any action taken by the Faculty Assembly or for informing the Faculty Assembly of any Faculty business.
F. To undertake other duties as specified by the Faculty Assembly.

Article 3: The duties of the Vice Chair of the Faculty Assembly shall be:
A. To function as the recording secretary of the Faculty Assembly.
B. To keep a book/digital repository of the minutes of the proceedings of meetings; this shall include a record of those present.
C. To preside over faculty meetings in the Chair’s absence.
D. To undertake other duties as specified by the Faculty Assembly.

SECTION V: MEETINGS
Article 1: All meetings of the Faculty Assembly will be conducted according to the most current edition of *Robert's Rules of Order Newly Revised* (2011).

Article 2: A regular meeting of the Faculty Assembly will be held at least four times yearly, with the option to participate remotely by webinar. The exact dates and times shall be announced by the Chair of the Faculty Assembly at the beginning of the academic year.

Article 3: The Dean may call a special meeting of the Faculty Assembly, including in response to a written request of any member of the Faculty Assembly. Only the item or items of business for which the special meeting was called, as set forth in the formal notice and agenda sent to the Faculty Assembly, may be considered.

Article 4: Individuals holding Core, Adjunct, Visiting, or Emeritus appointments shall have the opportunity to be present at all regular and special meetings of the Faculty Assembly, and may participate in the discussions. Only Core Faculty (the "Membership") may vote or participate in elections. The Dean, and Associate and Assistant Deans, may attend and participate in meetings of the Faculty Assembly.

Article 5: Members of the University community and others may be invited by the Faculty Assembly to attend meetings and take part in the discussions, but they are not eligible to vote or to participate in elections. The Chair must be advised at least one week in advance of the meeting when others (i.e., non-SOM Faculty members) are invited.

Article 6: The Faculty Assembly reserves the right, by two-thirds vote of members, to close a meeting or portion thereof, limiting attendance to members, as defined in Section III.

Article 7: Ten percent of the Faculty Assembly members shall constitute a quorum. The calculation of 10 percent shall exclude members of the Faculty Assembly on leave in any given semester.

Article 8: The standard order of business at all meetings shall be:
- A. Announcements by the Dean or the Dean’s designee
- B. Approval of Agenda
- C. Approval of Minutes
- D. Reports of Officers and Standing Committees
- E. Special Committee Reports
- F. Special Orders
- G. Unfinished Business and General Orders
- H. New business

Article 9: Voting
- A. Unless otherwise specified in the Bylaws, all decisions concerning Faculty Assembly motions will be decided according to the vote required by *Robert's Rules of Order Newly Revised* (2011).
- B. No proxies of any kind will be allowed.
- C. Votes on Motions. When a Faculty Assembly vote is to occur, only members who are participating in that meeting (either in person or virtually) are eligible to vote.
- D. Votes on Elections. The Nominations and Elections Committee shall publicize votes on elections with sufficient advance notice, organize the voting in person and/or electronically, and announce the outcome in person and/or via email communication in the case of an electronic vote.
- E. Electronic voting mechanism. The Faculty Assembly will utilize an online document management and inter-department collaboration tool. As a part of this suite of tools, the Faculty Assembly will have the
capacity to send out polls securely for confidential voting on school elections, policies, etc. Polls will be sent via email and Faculty will be required to sign in to cast their vote. Votes can be allowed once or multiple times depending on the needs of the Faculty Assembly. Aggregate results are calculated immediately for the administrator of the poll, and can be summarized and shared amongst participants if desired.

SECTION VI: SOM COMMITTEES

Article 1: There shall be the following SOM standing committees: Medical Education Committee (MEC), Appointments and Promotions Committee (APC), Student Performance Review Committee (SPRC), Faculty Grievance Committee (FGC), Nominations and Elections Committee (NEC), Admissions Committee, Graduate Medical Education (GMEC), Research Committee (RC), Diversity and Equity Committee (DEC).

The SOM committees will function as a committee of the whole. Election or appointment of a Chair of each committee, as well as voting status of each committee Chair, will be according to the terms of the Faculty Guide. Unless otherwise specified in the Faculty Bylaws or Faculty Guide, for all SOM committees, a quorum is defined as more than 50% of the voting members present, and is required for all official decisions.

Each committee Chair will be responsible for transmitting in a timely manner to the Chair of the Faculty Assembly and to the Dean a written report of the activities of that committee.

Article 2: The Bylaws from each SOM standing committee must be presented to the Faculty Assembly for its approval.

Article 3: Medical Education Committee (MEC): The MEC is responsible for making recommendations to the Dean regarding the design, implementation, management, assessment, and enhancement of the SOM curriculum. The MEC is responsible for review of all its subcommittee reports and recommendations, and votes on final decisions regarding all elements of the curriculum. The MEC has the following standing subcommittees: Phase 1 Curriculum Subcommittee, Phase 2 Curriculum Subcommittee, Phase 3 Curriculum Subcommittee, Institutional Quality Improvement Subcommittee.

Article 4: Appointments and Promotions Committee (APC): The APC is responsible for making recommendations to the Dean regarding all matters related to the appointment and promotion of Faculty members of the SOM.

Article 5: Student Performance Review Committee (SPRC): The SPRC is responsible for reviewing and discussing the academic standing of all enrolled students, including addressing deficits in academic performance and allegations of student breaches in professional behavior. The SPRC makes recommendations to the Dean regarding a course of action for students who do not meet expectations in any aspect of the SOM curriculum, including allegations of student breaches in professional behavior. The SPRC has one standing subcommittee, the Student Professionalism Subcommittee of the SPRC.

Article 6: Faculty Grievance Committee (FGC): The FGC is responsible for evaluating an allegation by any Faculty member or by the FGC that an action taken by a University official or committee was a violation of provision(s) of the SOM Faculty Guide, the Faculty By-Laws, or of written University policy.

Article 7: Nominations and Elections Committee (NEC): The NEC is responsible for managing the elections of Faculty members to SOM and University committees, as well as to any offices requiring the election of SOM Faculty members.
Article 8: Admissions Committee: The Admissions Committee is responsible for establishing and reviewing admission requirements for the SOM and for reviewing, interviewing, and selecting applicants for admission to the SOM. The Admissions Committee is independent of the Dean and does not report to him/her.

Article 9: Graduate Medical Education Committee (GMEC): The GMEC is responsible for providing oversight of the GME learning environment and ensuring the presence of high-quality training environments that lead to patient care and innovation that better serve the community. The GMEC makes recommendations to the Dean regarding the GME learning environment.

Article 10: Research Committee (RC): The RC is responsible for oversight and support of the SOM research enterprise. The RC makes recommendations to the Dean regarding the SOM research enterprise.

Article 11: Diversity and Equity Committee (DEC): The DEC is responsible for developing, promoting, and implementing policy, procedures, and programs that support the stated goals of the SOM related to diversity and equity in health care and health care education. The DEC has one standing subcommittee, the Community Advisory Board of the Diversity and Equity Committee.

Article 12: The Faculty Assembly may establish committees as necessary and desirable. At the time a committee is established, the duties and powers of the committee, and the method of selection of its members, will be specified by the Faculty Assembly.

SECTION VII: ELECTIONS

Article 1: Nominations
When Faculty Assembly elections are required, the Nominations and Elections Committee shall be directed by the Chair of the Faculty Assembly to conduct an election, beginning with a call for nominations that specifies the position(s) to be elected.

Article 2: Elections
A. Elections shall be by anonymous vote, utilizing the online polling system that is available through the Faculty Assembly’s online page.
B. The ballot will be prepared by the Chair of the Nominations and Elections Committee and distributed to all members of the Faculty via email.
C. All elections will be determined by a majority vote of those voting.
D. All ties shall be decided by a re-vote.
E. All elected officers/representatives shall serve his/her full office term unless they cease to be a member of the Faculty Assembly, they are excused by the Faculty Assembly at the personal request of the individual officer/representative, or, they are removed from office by two-thirds vote at any official regular or special meeting of the Faculty Assembly.
F. Should an office/position become vacant during its term, the Faculty Assembly, at its next regular meeting, will elect an acting representative by majority vote. At the same meeting the Nominations and Elections Committee will be directed to conduct an election for the position.

SECTION VIII: DEAN’S ROLE AND AUTHORITY
The Dean’s role and authority are detailed in the SOM governing documents and Faculty Guide.

The Dean has the authority to identify and assemble a Dean’s Cabinet to serve as an advisory group, and to whom he or she may delegate specific responsibilities to the members.

Commented [KM2]: This section was added upon advice of LCME consultant as replacement for Dean’s Cabinet as a standing committee.
As per the SOM governing documents and the Faculty Guide, the Dean has authority regarding the Medical Education program.

SECTION IX: APPROVAL AND AMENDMENTS
Prior to approval by the Provost, the Faculty Assembly will have the right to review the SOM Bylaws and provide suggestions for revisions to the SOM. Final approval of the SOM Bylaws must be obtained by the Provost of the University.

A proposed amendment to the SOM Bylaws may only be raised by the Provost, the Office of the Dean, or a member of the SOM Faculty. For a proposed amendment to become an official part of the SOM Bylaws, it must be approved by the Provost. For this to occur, the proposed amendment must be reviewed and ratified first by an approved vote of two-thirds of the voting faculty of the SOM, before it can be moved to the Provost’s Office for final consideration. Final approval of amendments of the SOM Bylaws must be obtained from the Provost of the University.