



**Policy on Guidelines
for
Academic Freedom,
Appointments, Promotions &
Tenure of Faculty**

*Board of Trustees
Approved May 2009*

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POLICIES AND PROCEDURES ON APPOINTMENT, PROMOTIONS AND TENURE Meharry Medical College

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POLICIES AND PROCEDURES ON APPOINTMENT, PROMOTIONS AND TENURE
MEHARRY MEDICAL COLLEGE

Preamble: We, the faculty, declare and defend the fundamental rights to pursue the discovery of knowledge through teaching, research and services; the right to pursue truth through scientific experimentation; to present and publish educational, research, and service findings, as well as to teach and assist students in becoming creative thinkers with freedom of expression within the academic environment without fear of reprisal, ridicule, or hostility. Furthermore, we hold true to the principles of shared authority. We also hold true to the concept that academic freedom is the basis for inquiry and the ability to speak openly with factual information in classrooms and laboratories on campus, in the nation, and in the larger global community of the world.

Introduction and Overview

The quality of any academic institution is determined by its faculty body, as it is and as it is perceived by others. Hence, it is important that the qualifications of candidates for faculty appointments, promotions, or tenure be carefully considered and weighed by an objective committee of peers. It is equally important that the persons making recommendations for appointments, promotions, or tenure consider the candidate's qualifications for the academic rank to which a candidate is being recommended to ensure that all qualifications of the candidate comply with all federal, state, and local college regulations and policies.

Furthermore, each School-wide Committee on Appointments, Promotions & Tenure, Departmental Chairpersons, and all who by College policy officially recommend persons for appointment, promotion or tenure shall be guided by the requirements and criteria **presented and described in this document** upon approval by the faculty and **Board of Trustees**.

Changes in administrative titles, the elimination or addition of administrative titles, and/or positions or changes in the names of administrative titles, shall not alter the policies and procedures delineated in this document. ***Hence, no special expectations or standards can be adopted that supersede the policies and standards for promotion and tenure contained herein, or nullify faculty due process and rights of appeal.***

Recommendation and review for appointment, promotion, or tenure are based on qualifications without regard to race, color, religion, gender, sexual orientation, age, national origin, disability, or veteran status, except where gender or religion are a bona fide occupational disqualification. Therefore, guidelines and criteria for Appointments, Promotions & Tenure, as recommended by the faculty of the College shall supersede all other guidelines and criteria set forth in previous Appointments, Promotions, & Tenure guidelines. This revised document will be fully effective immediately upon approval by the Board of Trustees of Meharry Medical College.

All policies, procedures, and actions regarding faculty appointment, promotion or tenure, and termination shall conform to the Bylaws of the College and are made under the ultimate authority and with the final approval of the Board of Trustees.

Location of Appointment, Promotion, and Tenure Policies and Procedures Document:

A copy of this document will be on file in the Offices of Faculty Affairs and Development, Dean, departments, library, other appropriate administrative offices of the College as well as published electronically on the website of the College by links to each school.

At the time of initial appointment, the faculty member shall be given a copy of the *Meharry Medical College Policy on Academic Freedom, Appointments, Promotions and Tenure of Faculty* by their department chairperson. Additionally, each chairperson is responsible for developing specific performance expectations and, where appropriate, special conditions relating to academic performance. These expectations and special conditions should be specified in writing, given to the faculty member, and attached as an addendum to the initial and subsequent letter(s) of appointment and/or reappointment. The resources provided to the faculty member for his/her development should be explicitly outlined in writing.

SECTION 1.0 AREAS OF ACADEMIC ENDEAVOR

Determining and evaluating evidence of excellence in areas of academic endeavor of faculty is the most important responsibility of the appointment/reappointment, promotion and tenure process. Percentage effort allocations on faculty contracts must be consistent with guidelines for achievement of promotion and tenure (if applicable). The four major areas of academic endeavor are:

- a) Teaching (instruction, laboratory training, course coordination, clerkship direction, and advisement of medical, dental, allied health, and graduate students, residents, fellows, and faculty)
- b) Scholarly activity (publications and other areas of scholarship)
- c) Research (basic, clinical, health sciences and other types of research)
- d) Service (clinical, professional and community services)

1.1 Teaching

Meharry Medical College recognizes the importance of quality instruction and student development as fundamental to the professional role. For the most part, all faculty members are expected to contribute to the development of the college instructional programs. Both quality and quantity of instruction are important; however, quality of instruction represents important, but not the exclusive domain in appointment, promotion or conferring of tenure decisions.

Teaching may include providing lectures, seminars, and other forms of classroom and laboratory activities; serving as a clinical instructor or attending in an inpatient or ambulatory setting; conducting physical diagnosis, rounds and clinical conferences for professional students, residents and fellows; providing dental clinical instruction and supervision in a student-doctor clinic setting; providing informal tutorial contact in the office or laboratory; and participation in community education programs.

Demonstrated leadership roles in the organization, design, planning, coordination, and delivery of courses or programs of instruction in fulfillment of the program's educational responsibilities are especially important to senior ranks and tenure

1.2 Scholarly Activity

Scholarship is defined as the development and dissemination of knowledge; the *orderly collection, analysis and presentation of knowledge; changes in preexisting information; and/or* mastery of one or more of several academic components. The attainment of such information is not confined to a specific setting, but may include classical "bench" research, *all forms of patient oriented research, health services research, health policy research, educational research,* as well as creative activity in the clinical, public health practice, health service administration, and educational fields. Such information is obtained from continued study of a given idea/discipline through laboratory, clinical, educational, health services or other *structured scholarly* endeavors.

Scholarship activities may include *describing new developments in the clinical sciences; developing new programs in patient care or education; conducting innovative modes of health care delivery; conducting creative pursuit/investigation of knowledge related to the cultural/behavioral aspects of medicine or dentistry, measures of treatment effectiveness, and the process of health professions medical education.*

Scholarly activities also may include publishing in refereed journals, and authorship or editorship of books. This activity may involve the development of research capabilities, participation in seminars, appointment to grant review committees, scientific study sessions and technical/professional/educational advisory bodies (public or private), participation in professional societies, participation in national and/or international conferences (chairing a session and/or presentation).

Regardless of its form, the candidate must demonstrate promise of continued productivity. Demonstrated excellence in scholarly activity is required for tenure consideration for all faculty members.

1.3 Research

High quality research is fundamental to attaining the goals of academic excellence and national prominence. Academic activities, which contribute to the body of knowledge, are critical to the academic reputation of the College. Both quality and quantity of research is important. However, the quality of contribution to a body of knowledge and to the College is the major criterion under academic assessment and review.

Indicators of quality include publications in the leading scholarly-refereed journals of the relevant discipline/*specialty*, peer recognition by research or

publications awards, frequent citations in other works, membership on prestigious editorial boards, and significant competitive external funding of research.

Both collaborative and individual contribution in research and publications are desirable. However, primary authorship of reviews and chapters in peer-viewed journals and textbooks outweigh group authorship, editing of books, and proceedings from conferences. (Indicators of quality in research and publications over an extended period of time represent is important and necessary the in appointment and promotion decision process.

1.4 Other Scholarly Contributions

Scholarly contributions are not limited to research and publications. A significant discovery in the basic biomedical and clinical sciences that alters the foundation upon which medicine or dentistry is practiced can be considered significant scholarly activity.

Peer recognition, recognition as a state, regional, national and/or international authority on a significant issue in medical education, public health, health service administration, or academic medicine/dentistry is also considered an indicator of quality in scholarly activity. Regardless of the area(s) in which an individual has engaged in research or investigation, achievement must be substantial and recognizable by scholars and peers within and outside of the institution.

1.5 Service

At Meharry Medical College, service activities are divided into two (2) important categories: clinical service, and professional and community service. A variety of roles can contribute to excellence in either area. The amount and nature of the service contribution will differ as a function of a faculty member's assignments, individual skills and state of academic career development.

1.5.1 Clinical Service

Excellence in clinical service is exemplified by the application of relevant knowledge, clinical skills, and interpersonal attributes to the prevention, diagnosis, investigation, and management of clinical problems. It is the exemplary application of the art and science of medicine and dentistry to the health and well being of the patient.

Clinical abilities capabilities, which are evaluated include: evidence of technical competence (knowledge and skills) and competence in the ability to communicate clearly with patients and other health professionals. Evidence of professionalism, clinical skills, health care knowledge, and demonstrated concern for patients are required. The quality of patient care or *client service* delivered by a faculty member should be documented and recognized by peers, supervisors, in the community, or at other institutions. Additional documented considerations include patient/*client* satisfaction findings, interactions with other health care professionals and analysis of outcome data (when available). It

should be emphasized that excellent patient care is a necessary prerequisite for quality teaching.

1.5.2 Professional and Community Service

Service to the College, (community and professional) is an important factor to consider for promotion. No attempt should be made to prescribe which specific service roles individual faculty members should play, however, within the prescribed period leading up to promotion, all faculty members are required to participate in professional and community service. Such service shall not substitute for teaching, scholarship and clinical service.

Professional and community service must not be expected or required of junior faculty to the point that it interferes with the development of their teaching, research, scholarship, and clinical service. The amount and nature of the service contribution is likely to differ as a function of individual skills and stage of career development. Although outstanding service is not always easy to define, a creative and time consuming contribution to the institution's mission is considered a credit in evaluating one's nomination for advancement.

All faculty members are expected and strongly encouraged to participate on one or more of the various committees of the College throughout their employment. Documented active membership on institutional, school or departmental committees is evidence of services rendered. Other more important areas of service include membership in various state, regional and national review panels and committees within academic societies, government agencies and/or private grant making organizations.

SECTION 2.0 FACULTY RANKS AND TERMS OF APPOINTMENT

Faculty appointments shall consist of the regular and special faculty classifications.

The regular faculty is composed of those persons who have been duly appointed by the Board of Trustees of the College and are employed by the College full time (as defined as 80% time or more). This 80% time may be met through joint appointment.

Tenure status may be awarded at the rank of associate professor and professor in Series II only. Initial series I-Tenure appointments and subsequent reappointment must be made in accordance with the procedures described below: All faculty appointments require recommendation of the respective departmental chairperson and approval of the Dean, President, and Board of Trustees.

- 2.1 Series I-Tenure** status may be made at the rank of Associate Professor or Professor for a ten (10) year term. Tenured faculty will be required to have a comprehensive post tenure review in the ninth year of each 10-year appointment term as a condition for subsequent reappointment.

2.2 Series II-Tenure Track (probationary track) appointments are made at the rank of Assistant Professor to Professor on a contractual basis during the prescribed probationary period for a term as follows:

- a) Assistant Professors up to 2 years
- b) Associate Professors up to 3 years
- c) Professors up to 3 years

For Series II (tenure track) the maximum period of probationary is 6 years. At the end of this 6-year period the faculty member must be given:

- a) An appointment with tenure; or
- b) A one-year terminal appointment; or
- c) Transfer to Series III-Non-Tenure appointment; or
- d) An extension of the probation period leading to tenure where extenuating nonprofessional circumstances are projected to impede significantly normal progress, provided that the circumstance, which led to the extension, continue to be relevant and that during this time the faculty continues to document progress toward tenure.

* Extension of the probationary period leading to tenure of a faculty member may not exceed three years.

Example of Prevailing Circumstances:

If a Series II-Tenure Track faculty member must assume exceptionally heavy clinical or instructional duties, child birth, the care of a terminally ill immediate relative or personal trauma that will significantly detract from the time that is available for scholarly activity, the chairperson of the department in which the faculty member resides, with written concurrence of the faculty member, may request of the Dean an extension of the probationary period leading to tenure. Such request requires approval of the Dean and the President.

*Request for extensions must be made in writing within nine (9) months of the onset of the extenuating circumstances through the departmental chairperson and require the recommendation of the Chairperson and approval of the Dean, the Office of Faculty Affairs and Development/Executive Vice President/Provost, and the President.

A decision not to renew or terminate a Series II-Tenure Track (probationary) appointment may be made during any year of the probationary period leading to tenure and need not wait until the end of the normal probationary period. However, non-renewal or termination must be in accordance with the policies and procedures for non-renewal or termination of a Series II-Tenure Track faculty member as described in Section 13 of this document.

2.3 Series III-Non-Tenure Track

Academic titles for Series III non-tenure track faculty members are qualified by a modifier (Research, Clinical, or Instructional) reflective of the primary area of effort specified in the initial letter or subsequent letters of reappointment.

SECTION 3.0 DEFINITIONS OF CLINICAL, RESEARCH, AND INSTRUCTIONAL MODIFIERS

3.1 Clinical Faculty

The Clinical Faculty (CF) is composed of full or part-time faculty salaried and appointed specifically for clinical service and/or clinical teaching, and for whom research is not a significant reason for appointment.

The initial and subsequent letter of appointment must include a description of the responsibilities and specified goals and expectations.

3.2 Research Faculty

The title Research Faculty (RF) designates faculty members whose principal duties fall in one of two categories, independent research program or research support activities. The initial and subsequent letter of appointment must include a description of the responsibilities and specified goals and expectations.

The initial and subsequent letter of appointment must include a description of the responsibilities and specified goals and expectations.

3.3 Instructional Faculty

The Instructional Faculty Rank (IF) includes: Full or part-time faculty members appointed primarily for instruction that may also perform other services as described in their contract; and/or full or part-time faculty members, whose contractual duties are strictly defined and related to educational support and / or instruction.

The initial or subsequent letter of appointment must include a description of the responsibilities and specified goals and expectations.

Appointments are made at the rank of Instructor to Professor on a contractual basis for a term as follows: *Instructor one (1) year; Assistant Professor up to two (2) years; Associate Professor up to three (3) years; and Professor up to four (4) years.*

The appointment and promotion of Series III non-tenure track faculty members allow for the recruitment and retention of individuals who possess special capabilities desired by the College, but may not participate in all three (3) *major* areas of academic endeavor. Such faculty members are expected to show evidence of excellence in the designated area of primary effort.

SECTION 4.0 DEFINITIONS OF JOINT AND SECONDARY APPOINTMENTS

Joint appointments within schools of the College and other external schools, colleges, and universities are defined as appointments with compensation in a second department, school or another institution. Secondary appointments are defined as appointments without compensation in a second department, school or other institution.

A faculty member holding a primary appointment in one department may hold a joint or secondary appointment in another department, specialized unit (e.g., supra-departmental centers and institutes), school of the College or at another institution.

Joint and/or secondary appointments shall be of the Series III-Non Tenure Track type; follow the same procedures for appointment as described in **Sections 2, 5, 6, 7, 8 and 9, when and if appropriate** and require the approval of the respective department chairperson and respective Dean. In such circumstances, the category of appointment and rank in each should be appropriate to the activities and responsibilities of that faculty member. Such details should be outlined in the initial and subsequent letters of appointment.

When an applicant is applying for a initial appointment at Meharry Medical College and he/she may request a joint or secondary appointment in another department, the application for the joint or secondary appointment should follow the procedures for initial faculty appointment outlined in **Sections 2, 5, 6, 7, 8 and 9, when and if appropriate**.

4.1 General Conditions

4.1.1 Nothing stated in this section shall be taken to alter or invalidate joint appointments existing at the time of approval of this document.

4.1.2 Regular faculty members shall not hold primary appointments or tenure at other institution.

4.1.3 Faculty members who hold primary appointments at other academic institutions are eligible for joint or secondary appointments only if the arrangement is beneficial to the School and does not breach the policies of the school or College or the faculty member's home institution.

4.1.4 Joint or secondary appointments require the approval of the department chairperson and the respective Dean. The expressed approval of their home institution is required.

4.1.5 Joint or secondary appointments of faculty at other institutions require the prior approval of the department chairperson and the Dean of the respective school and will be allowed only if the arrangement is beneficial to the school, and the faculty member's activities do not interfere with his or her department/school obligations or breach the policies of the school or College

4.1.6 Joint appointments require contractual agreements between Meharry Medical College and the other institution. Such contractual agreements must include, but are not limited to, specific terms regarding the faculty member's roles and responsibilities; compensation; research proposal rights and privileges; clinical services billing/compensation rights, and obligations.

4.2 General Considerations

4.2.1 Academic rank and promotion shall be considered on a departmental, school and/or institutional basis, consistent with the activities and responsibilities of the faculty member within the respective entities.

4.2.2 Rank and/or promotion in one entity may not necessarily correspond with rank or promotion in the other.

- 4.2.3 Promotion in one entity does not require the permission or consent of the other entity or entities.
- 4.2.4 The procedures and criteria for promotion shall be the same as those delineated in the appointment and promotions document for the rank and category of appointment for the respective entities.

SECTION 5.0 GENERAL CONDITIONS AND DEFINITIONS FOR SPECIAL FACULTY

5.1 Definition of Special Faculty Ranks

- 5.1.1 Special Faculty members may consist of the individuals based on or off campus who are not members of the Regular Faculty. These individuals include *part-time contracted faculty (less than 80% time) or non-contract volunteer faculty consisting of* visiting lecturers, instructors, assistants, associate and full professors, emeritus, and adjunct faculty.
- 5.1.2 Special Faculty members may lecture, teach, instruct, *provide patient care*, or conduct research for the College. Their status does not entitle them to tenure, leave, or other faculty benefits assigned to regular faculty members.
 - 5.1.2.1 A Visiting Lecturer is a qualified person who regularly lectures at the College.
 - 5.1.2.2 An Adjunct Faculty member may hold the rank of instructor to that of professor; is one who regularly provides research, clinical service and/or instruction to students, trainers, and/or staff. His/her qualifications for rank should be comparable to those of Series III Non-Tenure Track faculty in the assigned primary area of academic endeavor: clinical service, teaching or research. Senior and/or chief residents may be given the rank of adjunct clinical instructor.
 - 5.1.2.3 A Visiting Professor (Instructor, Assistant Professor, Associate Professor, and Professor) is one who holds a regular faculty rank at another institution and who is temporarily giving full-time or part-time service as a faculty member of this institution.
 - 5.1.2.4 Emeritus Faculty appointment designation is reserved for retired individuals at the Associate Professor level or higher, who have served fifteen or more years as a regular member of the Meharry Medical College faculty and distinguished themselves by outstanding achievement and contribution to their profession, department and/or school.
 - 5.1.2.4.1 *The nomination of the faculty member for emeritus status must be in writing and must go through the normal appointments and promotions procedure.*
 - 5.1.2.4.2 Supporting documentation must include, but is not limited to, a current CV with evidence of outstanding contribution(s) in two (2) or more of the following areas: teaching, scholarly activity, and service,

scientific publications in peer-reviewed journals, and/or extracurricular activities at Meharry Medical College.

- 5.1.2.4.3 Upon approval by the Board of Trustees of the College, the appropriate titles for emeritus faculty members will be Associate Professor Emeritus, Professor Emeritus, and Professor Emeritus/Dean.

SECTION 6.0 PROCESS AND PROCECURES FOR APPOINTMENT AND PROMOTIONS

6.1 General Conditions

Each school-wide Committee on Appointments, Promotions and Tenure (APT) shall be as described in the by-laws of the faculty council of each school.. Relevant sections of the school's Policy Manual shall be consistent with these by-laws.

The faculty committees are each departmental Appointment, Promotion, and Tenure Committee, and each school-wide Appointment, Promotion, and Tenure Committees. All faculty committees are advisory.

The administrative and governance levels involved in appointments, promotions, and tenure include faculty committees, administrators, and the governing board of the College. The administrators are the Executive Vice President/Provost under which the Office of Faculty Affairs and Development is organizationally aligned*, the Associate Vice President for faculty affairs and development, department chairpersons, Deans, and the President.

*All reference in the APT document to the Office of Faculty Affairs and Development (OFAD) is to be understood as a reference to the Office of the Executive Vice President and Provost (or to the current office assigned administrative supervision of the Office of Faculty Affairs and Development).

- 6.1.1 Department Appointments, Promotions, and Tenure Committees shall consist of faculty exclusive of the departmental chairperson and are elected by the faculty of the department each year.
- 6.1.2 Faculty members external to the candidate's department may serve on the departmental committee, especially in cases where the department is too small to form its own committee.
- 6.1.3 All Appointments, Promotions, and Tenure Committees shall keep records of deliberations in the form of minutes and recommendations. Records of deliberation may be requested in cases of appeal.
- 6.1.4 Each candidate for appointment, promotion, or tenure shall prepare an application for review as follows:
 - 6.1.4.1 An electronic copy of the "complete" application in the appropriate software program adopted by the College must be submitted by the departmental APT Committee along with one (1) paper copy to the Office of Faculty Affairs and Development for the use of each school-wide APT Committee.
- 6.1.5 A complete application includes, but is not limited to:

- a) Current curriculum vitae and four (4) letters of recommendations
- b) Chair's letter and/or Dean's letter
- c) Summary Recommendation from the departmental APT Committee
- d) Publications
- e) Diploma
- f) Current and appropriate licenses to practice in the State of Tennessee
- g) Other supporting documents of evidence of excellence for appointment as specified by the Meharry Medical Group and other regulatory agencies governing clinicians and other health care professionals requesting faculty membership.
- h) Supporting documents for candidates applying for ranks in the clinical service category shall list the state(s) in which the candidate is licensed to practice, along with evidence of appropriate specialty board certification, board eligibility, appropriate licensure or certification, and proof of hours of continuing education.

6.1.6 Evaluation for appointment, promotion or tenure must be consistent with the criteria of the category in which the candidate is appointed.

6.2 Specific Circumstances for Appointments, Promotions, and Tenure:

- 6.2.1 If the departmental chairperson position is vacant, the Dean of the appropriate school shall act in the stead of the chairperson in all matters concerning appointments, promotions, and tenure.
- 6.2.2 If the candidate for appointment, promotion, and/or tenure is a prospective or current departmental chairperson, the Dean of the appropriate school shall act in the stead of the chairperson to coordinate such appointment, promotion, and tenure procedure. All other procedures, including review by the departmental appointments, promotions, and tenure committee, shall remain the same.

6.3 Application Process

Applications for appointments shall be submitted by the departmental chairperson. Applications for promotion and tenure shall be submitted to the departmental committee by individual faculty or by the departmental chairperson.

A request for an initial faculty appointment stops, if the application is disapproved at any level.

An application for subsequent promotion, joint appointments with reallocation of efforts, and/or tenure moves forward through the entire process regardless of negative recommendations.

- 6.3.1 The chairperson (or Dean, if the candidate is a department chairperson) shall submit a letter to the appropriate Dean, which completely documents the rationale for the recommendation being made for a particular candidate. The letter should specifically detail competence and excellence in teaching, scholarship (research/publication), professional and community service, and clinical service (where applicable).

Input from the departmental Committee on Appointments, Promotions, and Tenure shall be included and maintained with the records.

6.4 Application Procedures

- 6.4.1 Each candidate for appointment, promotion, or tenure shall prepare an application for review that includes four (4) letters of recommendation. These letters exclude the chair's letter, and the departmental APT recommendation, which may be in the format of a letter.
- a) The four (4) letters of recommendation must attest to the candidate's good character, competence, ability, and contribution and expertise in his/her chosen field of endeavor.
 - b) Two (2) of the four (4) letters shall be from sources external to Meharry Medical College and its faculty. These two (2) letters are in addition to a letter from the department chairperson and/or appropriate Dean.
 - c) Three (3) of the four (4) letters supporting an application for promotion to professor must be solicited by the appropriate departmental chairperson; two (2) of these letters shall be from sources outside of the institution.
 - d) Original letters of recommendation must be included in the candidate's application that is submitted to the Office of Faculty Affairs and Development for review by the school-wide APT Committee in each school. The letters will remain as a part of the faculty member's dossier.
- 6.4.2 Electronic applications for initial appointments must be submitted by the departmental chairperson to the departmental APT Committee and to the Office of Faculty Affairs and Development.
- 6.4.3 Electronic applications for promotion and tenure must be submitted to the departmental committee by individual faculty or by the departmental chairperson.
- 6.4.4 At the end of each interim phase of the review process, the faculty member who is presented will be apprised of progress.
- 6.4.5 For initial appointments to the faculty, the candidate must provide an original transcript and a copy of the diploma from the most recent college or university directed to the Office of Faculty Affairs and Development.
- 6.4.6 For international candidates for faculty appointment, an original transcript must be provided and must be translated into English using courses and grade equivalents.
- 6.4.7 The chairperson must indicate that he/she has verified that the candidate has a command of the English language, both written and oral, which is adequate for easy communication with students and colleagues.

- 6.4.8 The chairperson and the Office of Faculty Affairs and Development must verify the degree(s) and credentials of all candidates. If the candidate's degree was obtained from a foreign college/university or an unaccredited US institution, the chairperson and the Office of Faculty Affairs and Development must indicate that he/she has verified the appropriateness/competency of such a degree.
- 6.4.9 As applications for appointment move from one level of the review process to the next higher level, recommendations rendered shall be appended to the application packet and shall become part of the complete application dossier that is located in the Office of Faculty Affairs and Development.

6.4.10 The chairperson's letter:

The chairperson's letter (or Dean, if the candidate is a department chairperson) shall submit a letter to the appropriate Dean, which "completely" documents the rationale for the recommendation being made for a particular candidate. It should detail competence and excellence in teaching, scholarship (research/publication), professional, community and clinical service, if applicable). Input from the departmental Committee on Appointments, Promotions, and Tenure shall be included and maintained with the candidate's academic dossier.

The chairperson shall state the specific type of appointment and academic rank being recommended for the candidate such as; a) tenured (Series I), b) tenure track (probationary track), (Series II), and c) non-tenure track (Series III).

Candidates for Series III appointments must also have the modifier, Clinical, Research or Instructional specified. Candidates for appointment to clinical departments must be identified as MD/DDS, related master level and doctoral degrees and/or basic scientist under criteria for appointments/promotions – Sections 2 and 8.

6.5 Appointment Review Process

- 6.5.1 Appointments may be considered, reviewed, recommended, and may become effective at any time during the year. However, approval by the Board of Trustees may occur only at the February, May, and October Board meetings.
- 6.5.2 All recommendations for faculty appointment at any academic rank shall be initiated by the chairperson of the respective department of a school.
- 6.5.3 The departmental chairperson shall hold discussions with and receive input from the departmental Appointments, Promotions, & Tenure Committee and search committee (if applicable).
- 6.5.4 The recommendations of the chairperson shall be forwarded with the candidate's complete application to the Office of Faculty Affairs and

Development for review and presentation to the school-wide APT Committee.

- 6.5.5 If more than one person is being recommended for appointment by the departmental APT Committee, individual letters of recommendation from all sources shall be provided for each candidate.
- 6.5.6 The Office of Faculty Affairs and Development shall forward the complete application received from a department to the chairperson of the appropriate school-wide APT Committee for review and recommendation.
- 6.5.7 Following receipt of recommendations from each school-wide APT Committee, each Dean shall review the list of candidates for appointment, promotion and tenure and make recommendations to the President.
- 6.5.8 The Deans of each school may provide a copy of their recommendations for each faculty member to the Office of Faculty Affairs and Development. This allows the Office of Faculty Affairs and Development to keep the faculty member informed of any changes in the recommendation for appointment, promotion, or tenure status.
- 6.5.9 The President shall receive and review recommendations from the Deans and make his/her recommendation to the Board of Trustees through its' Academic Affairs Committee at any Board meeting and may designate the appropriate Dean and/or academic designee to present such recommendations to the Committee.
- 6.5.10 The President and/or his academic designee shall inform the Office of Faculty Affairs and Development of the Board of Trustees' decisions within 72 hours of the close of the Board meeting.
- 6.5.11 The Office of Faculty Affairs and Development shall prepare the letters of appointment, promotion, and/or tenure for each Dean's signature within 24 hours of the Board of Trustees' action.
- 6.5.12 Letters notifying the candidate of the Board of Trustees' action will be mailed within 24 hours of signatures by each Dean. Copies of the notification will be provided to the departmental chairperson, Offices of Human Resources, and Finances, and any other authorized entity as appropriate. Decisions by the Board of Trustees are final and not subject to appeal within the College.

6.6 Promotion Review Process

- 6.6.1 Recommendations for promotion and/or tenure shall be initiated by a department faculty member or chairperson in the respective department of a school and must include evidence of annual reviews and, if reappointment, comprehensive reviews, where applicable.
- 6.6.2 The initiation of the process of considering promotion shall begin with the submission of the candidate's application by a departmental chairperson or the faculty member to the departmental APT Committee for review.
- 6.6.3 The department chairperson shall transmit the application and all supporting documents to the Departmental Appointments, Promotions & Tenure Committee within three (3) weeks of receipt.

- 6.6.4 While applications for promotion may be submitted and reviewed at any time, the Board of trustees may approve appointments, promotions, and Tenure at its winter, spring, or fall Board of Trustees meetings.
- 6.6.5 Compensation for all approved promotions becomes effective beginning the fiscal year following the Spring Board of Trustees meeting.

6.7 Timetable and Timeline for Appointment and Promotion

The Departmental APT Committee shall:

- 6.7.1 Consider the candidate's application and return it with the committee's recommendation to the chairperson of the department within three (3) weeks of receipt.
- 6.7.2 The chairperson of the departmental APT Committee shall submit the complete application on an electronic CD including the Departmental Committee's recommendations and the chair of the department's recommendation to the Office of Faculty Affairs and Development within three (3) weeks after receiving them from the Committee.
- 6.7.3 The chairperson of the departmental APT Committee must inform the candidate in writing as to the content of the forwarded recommendations.
- 6.7.4 Within four (4) weeks of receipt, the Office of Faculty Affairs and Development must facilitate and convene the school-wide APT Committee in each school to consider the application and submits a recommendation back to the Deans of each school within three (3) weeks after receiving it.
- 6.7.5 The Office of Faculty Affairs and Development must provide minutes of the action and decisions of the school-wide APT Committee on each candidate and transmit such information in the form of a list to the Deans of each school.
- 6.7.6 Each Dean shall review the list of candidates and may request additional information from the Office of Faculty Affairs and Development, who shall obtain additional information from the candidate.
- 6.7.7 Each Dean of each school shall transmit his/her recommendations to the President within three (3) weeks after receiving it from the Office of Faculty Affairs and Development.
- 6.7.8 The Deans shall inform the faculty member in writing of the status of the recommendations by the school-wide APT Committee in the particular school. The letters will be prepared for the Dean's signatures by the Office of Faculty Affairs and Development.

6.8 The Right to Appeal

Within three (3) weeks after written notification, a faculty member not recommended for promotion or tenure by his/her Dean may appeal in writing to the "Grievance Committee" of the Faculty Council in the respective schools, or, if appropriate, to the Appointments, Promotions, & Tenure Committee of the Faculty Senate that serves as the Grievance Committee to provide an objective

and equitable review of the documentation and the appeal, and to reduce any perception of conflict of interest, prejudice, and bias.

- 6.8.1 Upon receipt of a written appeal that describes the circumstances of the denial of promotion or tenure, the Grievance Committee of the respective Faculty Council shall convene a committee of the candidate's peers* to review the facts and documents to be considered in the appeal.

*Peers are defined as faculty members who may hold the same or a higher rank than the candidate, expertise in the academic area, and/or qualified by equivalent experience.

- 6.8.2 When the Grievance Committee in the respective school is convened, the committee shall consider the application documents and may hold hearings as it deems necessary to clarify the application and recommendations.
- 6.8.3 If the Academic Freedom, Appointments, Promotions, & Tenure Committee, the Associate Vice President/FAD, and the Executive Vice President/Provost is convened within the Faculty Senate, the committee shall follow the same process as the Faculty Council in each respective school would have followed. The Academic Freedom, Appointments, Promotions, & Tenure Committee of the Faculty Senate shall consider the application documents and may hold hearings as it deems necessary to clarify the application and make recommendations. The Grievance Committee in each of the respective schools or the Academic Freedom, Appointments, Promotions, & Tenure Committee of the Faculty Senate shall submit its recommendations to the Associate Vice President/FAD and the Executive Vice President/Provost within three (3) weeks after receiving all information pertinent to the appeal.
- 6.8.4 The Associate Vice President/FAD and the Executive Vice President/Provost shall receive and review recommendations from the Grievance Committee.
- 6.8.5 The Associate Vice President/FAD and the Executive Vice President/Provost shall make his/her recommendation to the President who will make his or her recommendation to the Board of Trustees through its' Academic Affairs Committee at any Board meeting and may designate the appropriate Dean or the academic designee to present such recommendations to this Committee.
- 6.8.6 The President and/or his designee shall inform the Dean and the Office of Faculty Affairs and Development of the Board of Trustees' decision within 72 hours of the adjournment of the Board of Trustees meeting.
- 6.8.7 The Office of Faculty Affairs and Development in consultation with Executive Vice President/Provost shall prepare the written resolution of the candidate's appeal for the signature of the respective Dean within 72 hours of the Board of Trustees' action and decision.
- 6.8.8 The written notification of the resolution will be mailed to the candidate within 24 hours following the approval of the Dean.

SECTION 7.0 GUIDELINES FOR PRESENTATION OF CREDENTIALS BY AREA OF ACADEMIC AND ADMINISTRATIVE ENDEAVOR

7.1 Teaching

- 7.1.1 Identify the subject areas, courses, and individuals supervised (i.e., graduate students, residents, fellows, etc.)
- 7.1.2 Provide an evaluation of teaching quality that includes, but is not limited to – peer and student evaluations for all courses taught – as well as external reviews, if available.
- 7.1.3 Submit copies of course materials, visual aids, and/or curricula developed by the individual.
- 7.1.4 Submit documented evidence of participation and/or presentation in in-service education, faculty development, and continuing education.
- 7.1.5 Provide evidence of outstanding contributions to the teaching responsibilities of a particular department such as: training and supervision of technical personnel associated with courses taught in that department; and/or having had a significant role in the organization and/or curricular development of courses in that department.
- 7.1.6 May provide evidence of participation in an active pedagogy program related to improving teaching.
- 7.1.7 May have publications in teaching – or learning – related journals, books and/or online resources that require peer review evaluations.

7.2 Research and Scholarly Activity

- 7.2.1 Submit reprints of several papers which the nominee and other professionals regard as important or influential in the field. A citation index may also be submitted to indicate influence of the nominee's publications.
- 7.2.2 Detail the original articles, abstracts of local, state, national, and international presentations to meetings, reviews, and book chapters.
- 7.2.3 Identify local state, national, and international invitations to present profession-related lectures.
- 7.2.4 List the professional academic and honor societies to which the candidate belongs and the nature of participation.
- 7.2.5 List awards and honors received.
- 7.2.6 Provide a record of current and past research support, role on the project, duration of the award, and amounts.
- 7.2.7 May provide other evidence of acceptable basic or clinical research, such as presentation of seminars, symposia, table clinics, grand rounds, or workshops.
- 7.2.8 Provide evidence of performance related to scholarly activities through departmental evaluations, where appropriate.

7.3 Clinical Service

- 7.3.1 Provide evidence of licensure to practice in the state of Tennessee.
- 7.3.2 Provide evidence of performance related to patient care responsibilities through departmental evaluations, where appropriate.
- 7.3.3 Provide evidence of Board certification and re-certification.
- 7.3.4 Provide evidence of participation in continuing education.
- 7.3.5 Provide evidence of clinical performance ratings by peers or other health care professionals.
- 7.3.6 Provide evidence of the continued development of clinical skills and/or participation in programs designed to measurably improve patient outcomes and systems of care.
- 7.3.7 When appropriate, candidates may provide evidence of local and regional recognition by peers and patients, of excellence in the provisions of patient care or public health services or in the development and implementation of programs for agencies that provide health services.

7.4 Professional and Community Service

- 7.4.1 Submit details of participation and leadership in department, school and college committees, administrative and other activities (e.g., length of service, contributions, etc.).
- 7.4.2 Document involvement in the development and implementation of programs and agencies that provide health and human services to the community and state.
- 7.4.3 Identify professional service as a consultant to other local, state, or national service, educational, or training agencies.
- 7.4.4 Detail participation at other schools, or with scientific and clinical groups, in presenting lectures, seminars, or other educational services.
- 7.4.5 Specify professional participation in other local, state, national or international professional organizations and activities.
- 7.4.6 Indicate involvement in evaluating publications, grant proposals, and peers at local, state, and national levels.
- 7.4.7 Provide documented evidence of having made contributions to the department, school, and institution (e.g., documents indicating the facilitation of the unit's mission, peer evaluations and letters, and administrator evaluations) when applicable.

7.5 Faculty Members Holding Administrative Titles

Chairpersons, center directors, division heads, and deans within the schools of the College, as well as associate vice president, executive vice president, and the president of the College may be faculty members and hold administrative titles.

- 7.5.1 Faculty may be assigned administrative titles designating administrative responsibilities held in addition to any tenured/tenure-eligible or non-tenured faculty rank concurrently held.
- 7.5.2 Administrative titles and compensation for administrative responsibilities are held independent of any concurrently held faculty rank.
- 7.5.3 Administrative titles and responsibilities are or may be held for specific terms or at the discretion of a superior administrative officer.
- 7.5.4 Removal from an administrative position does not impair any rights the administrator held as a faculty member.
- 7.5.5 If the office of departmental chairperson is vacant, the Dean of the appropriate School shall act in the stead of the chairperson in all matters concerning appointments, promotions and tenure.
- 7.5.6 If the candidate for appointment, promotion and/or tenure is a prospective or current departmental chairperson, the Dean of the appropriate School shall act in the stead of the chairperson to coordinate such appointment, promotion and tenure procedures. All other procedures, including review by the Departmental Appointments, Promotions, and Tenure Committee, shall remain the same.

SECTION 8.0 CRITERIA FOR APPOINTMENT, PROMOTION, AND TENURE

8.1 General Considerations

The requirements and criteria described in this document shall guide each School Committee on Appointments, Promotions, & Tenure, Departmental Chairpersons, and others, who by College policy officially recommend persons for appointment, promotion and tenure.

- 8.1.1 Appointment and Promotion to all ranks shall include careful evaluation of the candidate's professional credentials, experience, and record of performance in each applicable area of academic endeavor as appropriate for the rank and category being recommended and major focus of effort, as specified in the initial letter of offer, letter of understanding, or subsequent letter of appointment.
- 8.1.2 Faculty Appointment, Promotion and Tenure Committees shall rate (in descending order) a candidate's performance in each applicable area of academic endeavor as outstanding, competent, or inadequate. The ratings should be guided by the "Indicators of Outstanding Performance in Areas of Academic Endeavor" as outlined in Section 17 of this document.
- 8.1.3 All faculty members should have an annual written evaluation of his/her performance with respect to teaching, scholarship, clinical service and community/professional service. The responsibility for conducting an annual evaluation rests with the chair. During the probationary period, faculty must be provided an annual evaluation. This evaluation may compromise their ability to be promoted and/or ability to obtain tenure status.

8.2 Exceptions to Minimum Eligibility Requirements

Generally, faculty members require three (3) to six (6) years to reach a performance level; however, exceptional individuals in a rank for at least three (3) years may be considered for promotion.

- 8.2.1 “Time in rank (including postdoctoral positions)” at other institutions may be included in these considerations.
- 8.2.2 In unusual circumstances, an exceptional individual may not meet one or more criteria. The departmental Appointments, Promotions, and Tenure Committee may agree to waive the criterion in question.
- 8.2.3 The chairperson of the department and Dean of the respective school must support requests for such waivers in writing.
- 8.2.4 The request must unequivocally indicate how the candidate’s other qualifications and professional experience justify the waiver.

8.3 Requirements and Criteria for Appointment and Promotion by Rank-Series I Tenured and Series II Tenure Track Faculty

8.3.1 Appointment or Promotion to the rank of **assistant professor** shall be based on:

- 8.3.1.1 An evaluation of a candidate’s professional credentials and experience.
- 8.3.1.2 Evidence of a level of professional competence.
- 8.3.1.3 **Demonstrated potential for outstanding performance in at least two (2) of the four (4) areas** of academic endeavor (teaching, scholarly activity, clinical service or professional/community service), one of which must be scholarship; and competence in one of the remaining areas.
- 8.3.1.4 The “**Indicators of Outstanding Performance in Academic Endeavors**” as outlined in Section 17, shall be used as a guide in determining potential for outstanding performance, but are not the only examples of academic excellence.

8.3.2 Appointment or Promotion to the rank of **associate professor** shall be based on:

- 8.3.2.1 An evaluation of a candidate’s professional credentials and experience.
- 8.3.2.2 Evidence of a level of professional competence.
- 8.3.2.3 **Evidence of outstanding performance in at least two (2) of the four (4) areas** of academic endeavor (teaching, scholarly activity, clinical service or professional/community service), one of which must be scholarship; and competence in one of the remaining areas.
- 8.3.2.4 The “**Indicators of Outstanding Performance in Academic Endeavors**” as outlined in Section 17, shall be used as a guide in determining outstanding performance, but are not the only examples of academic excellence.

- 8.3.3 Appointment or Promotion to the rank of **professor** shall be based on:
- 8.3.3.1 An evaluation of a candidate's professional credentials and experience.
 - 8.3.3.2 Evidence of a level of professional competence.
 - 8.3.3.2 Evidence of outstanding performance in three (3) of the four (4) areas of academic endeavor (teaching, scholarly activity, clinical service or professional/community service), one of which must be scholarship.
 - 8.3.3.3 The **“Indicators of Outstanding Performance in Academic Endeavors”** as outlined in Section 17, shall be used as a guide in determining outstanding performance, but are not the only examples of academic excellence.

Both quality and quantity of scholarly activity should be assessed to achieve a balanced evaluation. The evaluation standard for scholarly achievement shall also be comparable to the scholarly expectations of faculty members of the same type of appointment, rank and professional discipline at peer institutions herein defined as “generalist producing, community- based academic health science centers.

- 8.3.4 Assistant Professor-** Master's degree in relevant area (non-physicians/non-dentist) – All schools except in basic science departments; Ph.D. or earned doctorate in a relevant area – All schools; D.D.S., D.M.D. or equivalent degree– School of Dentistry; M.D. or D.O. or equivalent degree such as the MBBS and board certification/board eligibility in appropriate specialty – School of Medicine; D.V.M. or appropriate terminal degree with experience as determined by the department's committee – All schools.
- 8.3.4.1 Three (3) years at the rank of instructor or at least two (2) years as a post-doctoral research fellow or equivalent; or board certification/board eligibility in appropriate date specialty.
 - 8.3.4.2 Written description of teaching interest, research objectives and service goals.
 - 8.3.4.3 Demonstrated professional competence in a specific discipline or field and potential for continued growth and development in said discipline or field.
 - 8.3.4.4 Demonstrated potential in teaching and contributions to the overall educational program.
 - 8.3.4.5 Demonstrated potential for scholarly activity.
 - 8.3.4.6 Candidates proposed as outstanding in clinical service should have demonstrated excellence in the quality of care provided.
 - 8.3.4.7 Candidates proposed as outstanding in professional or community service should have demonstrated active participation in the administrative affairs of the department and/or his/her profession.

- 8.3.4.8 Candidates proposed as outstanding in teaching should have demonstrated a strong interest in and capacity for the teaching of health professional or biomedical science students or trainees.
- 8.3.4.9 Candidates proposed as outstanding in scholarship shall have demonstrated some accomplishment in scholarly activity and exhibited potential for independent scholarship.

8.3.5 Associate Professor-Ph.D. or earned doctorate in a relevant area – All schools; D.D.S., D.M.D. or equivalent degree– School of Dentistry; M.D. or D.O. or equivalent degree such as the MBBS – School of Medicine; D.V.M. or appropriate terminal degree with experience as determined by the department’s committee – All schools.

- 8.3.5.1 At least three (3) years of professional experience at the rank of assistant professor or equivalent.
- 8.3.5.2 Board certification in area of specialty, if applicable.
- 8.3.5.3 Written description of teaching interests, research objectives, and service goals.
- 8.3.5.4 Evidence of continued improvement of professional competence in field of specialization and/or clinical service.
- 8.3.5.5 Evidence of an emerging national reputation in at least one area of academic endeavor.
- 8.3.5.6 Demonstrated scholarly activity.
- 8.3.5.7 Demonstrated competence in teaching.
- 8.3.5.8 Candidates proposed as outstanding in clinical service should have:
 - 8.3.5.8.1 Demonstrated excellence in the quality of care provided and obtained at least local or regional recognition in his/her specialty or area of expertise.
- 8.3.5.9 Candidates proposed as outstanding in teaching should have:
 - 8.3.5.9.1 Significant contributions to the educational program of the department, demonstrated leadership and innovation, and judged to be an effective, conscientious and fair teacher.
 - 8.3.5.9.2 Demonstrated independence, productivity and creativity as exemplified by publications in refereed journals, publication of teaching material on teaching websites, presentations and local and national meetings, and/or development of new curricula.
- 8.3.5.10 Candidates proposed as outstanding in scholarly activity should have:
 - 8.3.5.10.1 Demonstrated independence, productivity and creativity as exemplified by publications in refereed journals for a sustained number of years; and/or
 - 8.3.5.10.2 Acquisition of a competitive research grant as a principal investigator/ program director or have been

a major co-investigator/collaborator in a collaborative research grant.

8.3.5.11 Candidates proposed as outstanding in professional or community service should have:

8.3.5.11.1 Assumed a leadership role in the department, school or college, and demonstrated active participation in his or her profession outside of the college at a regional or national level.

8.3.6 Professor

Ph.D. or earned doctorate in a relevant area – All schools; D.D.S., D.M.D. or equivalent degree – School of Dentistry; M.D. or D.O. or equivalent degree such as MBBS – School of Medicine; D.V.M. or appropriate terminal degree with experience as determined by the department's committee – All schools.

8.3.6.1 At least five (5) years of professional experience at the rank of associate professor.

8.3.6.2 Board certification in area of specialty, if applicable.

8.3.6.3 Evidence of a national reputation in at least one area of academic endeavor.

8.3.6.4 Outstanding in clinical service and demonstrated sustained record of superior quality in the provision of patient care within the chosen discipline.

8.3.6.5 Outstanding in professional or community service with a leadership role in the department, school or college, and demonstrated leadership in his or her profession outside of the college at a national or international level.

8.3.6.6 Outstanding in teaching with a demonstration of an effective teacher in a formal setting, made important contributions and innovations in teaching and should have had primary responsibility for a course, clerkship or training program.

8.3.6.7 Outstanding in scholarship with a demonstrated significant accomplishment that includes national and/or international recognition of scholarship exemplified by:

8.3.6.8 A sustained exemplary record of publication including peer-reviewed articles in leading journals, and/or authorship of important review articles, chapters and books; and/or

8.3.6.9 A sustained pattern of obtaining and competitively renewing funding for peer-reviewed research as; (a) principal investigator of an independent research program, (b) a major co-investigator/collaborator in a collaborative research grant.

8.4 Requirements and Criteria for Appointment and Promotion by Rank – Series III Non-Tenure Track Faculty

For the purpose of appointment and promotion, Series III-Non Tenure Track appointments are subdivided into teaching, clinical and research tracks reflective

of the primary area of effort specified in the initial letter of offer, letter of understanding, or subsequent letters of reappointment.

8.4.1 Clinical Faculty

Faculty appointed to the clinical track shall contribute to the clinical teaching programs of their department and/or school.

Promotion of clinical faculty to the rank of associate or full professor requires:

8.4.1.1 Evidence of scholarly activity in addition to the demonstration of clinical teaching competence (where applicable).

8.4.1.2 Outstanding performance in clinical service consistent with the rank proposed.

8.4.1.3 Promotion is not required for reappointment.

8.4.2 Research Faculty

Faculty appointed to the research track shall contribute to the biomedical science teaching programs of their department and/or school.

8.4.2.1 Promotion of research faculty to the rank of associate or full professor requires continued contribution to the biomedical science teaching programs.

8.4.2.2 Evidence of outstanding performance in research and publication, consistent with the rank proposed.

8.4.2.3 Promotion is not required for reappointment.

8.4.3 Instructional Faculty

Faculty appointed to the instructional track shall demonstrate professional competence in a specific discipline or field and potential for continued growth and development in the discipline or field.

8.4.3.1 Promotion of instructional faculty to the rank of associate or full professor requires demonstration of continued professional competence and scholarly activity.

8.4.3.2 Evidence of outstanding performance in teaching consistent with the rank proposed.

8.4.3.3 Promotion is not required for reappointment.

8.4.4 Special Faculty (Adjunct and Part Time Faculty Members)- All special faculty members are subject to and shall comply with the policies and procedures of their department, school and the College, and further to any local, state, and federal laws and regulations that are applicable to their activities at Meharry Medical College.

Appointment and promotion of adjunct faculty shall be guided by the same requirements and criteria as the **Series III Non-Tenure Track**.

8.4.5 Instructor- Master's degree in relevant area (non-physicians/non-dentist) – All schools; Ph.D. or earned doctorate in a relevant area – All schools; D.D.S., D.M.D. or equivalent degree - School of Dentistry; M.D. or D.O. or equivalent degree such as the MBBS and completion of an accredited post graduate training program, where appropriate – School of Medicine; D.V.M. or appropriate terminal degree with experience as determined by the department's committee – All schools.

8.4.6 Assistant Professor-Master's degree in relevant area (non-physicians/non-dentist) – All schools except in basic science departments; Ph.D. or earned doctorate in a relevant area – All schools; D.D.S., D.M.D. or equivalent degree – School of Dentistry; M.D. or D.O. or equivalent degree such as the MBBS and board certification/board eligibility in appropriate specialty – School of Medicine; D.V.M. or appropriate terminal degree with experience as determined by the department's committee – All schools.

8.4.6.1 At least three (3) years of professional experience at the rank of assistant professor or equivalent.

8.4.6.2 Board certification in area of clinical specialty, if applicable;

8.4.6.3 Evidence of continued improvement of professional competence in field of specialization and/or clinical service; and

8.4.6.4 Evidence of an emerging national reputation in at least one area of academic endeavor.

8.4.7 Associate Professor-Ph.D. or earned doctorate in a relevant area – All schools; D.D.S., D.M.D. or equivalent degree – School of Dentistry; M.D. or D.O. or equivalent degree such as the MBBS - School of Medicine; D.V.M. or appropriate terminal degree with experience as determined by the department's committee – All schools.

8.4.7.1 At least three (3) years of professional experience at the rank of assistant professor or equivalent;

8.4.7.2 Board certification in area of clinical specialty, if applicable;

8.4.7.3 Evidence of continued improvement of professional competence in field of specialization and/or clinical service; and

8.4.7.4 Evidence of an emerging national reputation in at least one area of academic endeavor.

8.4.8 Professor- Ph.D. or earned doctorate in a relevant area – All schools; D.D.S., D.M.D. or equivalent degree – School of Dentistry; M.D. or D.O. or equivalent degree such as the MBBS - School of Medicine; D.V.M. or appropriate terminal degree with experience as determined by the department's committee – All schools.

8.4.8.1 At least five (5) years of professional experience at the rank of associate professor;

8.4.8.2 Board certification in area of specialty, if applicable; and

- 8.4.8.3 Evidence of a national reputation in at least one area of academic endeavor.

SECTION 9.0 GUIDELINES AND CRITERIA FOR PROMOTION FOR JOINT APPOINTMENTS

Academic rank and promotion shall be on a departmental, school and/or institutional basis, consistent with the activities and responsibilities of the faculty member within the respective entities.

- 9.1 Rank and/or promotion in one entity may not necessarily correspond with rank or promotion in the other.
- 9.2 Promotion in one entity does not require the permission or consent of the other entities.
- 9.3 The procedures and criteria for promotion shall be the same as those delineated in the appointments and promotions document for the rank and category of appointment for the respective entities.

SECTION 10.0 REAPPOINTMENTS TO FACULTY MEMBERSHIP

Reappointments of Series II and Series III faculty require the recommendation of the respective departmental chairperson and approval of the respective Deans.

Reappointments of faculty must be made in accordance with the procedures described in Sections 2, 4, 5, 6, 7 and 8 of this document, including recommendation/review by the various Appointments, Promotions and Tenure committees (departmental and school).

SECTION 11.0 CHANGING TRACKS

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

11.1 General Conditions

- 11.1.1 Individuals who have received an appointment in a Series II – Tenure Track may transfer to a Series III – Non-Tenure Track at the discretion of the chairperson and upon the written request or permission of the faculty member and the approval of the Dean in the respective school.
- 11.1.2 Individuals who have received an appointment in a Series III – Non-Tenure Track may transfer to a Series II – Tenure Track at the discretion of the Chairperson upon the written request of the faculty member and the approval of the Dean.
- 11.1.3 The maximum period of probationary status in Series II (tenure track) shall be determined on a case-by-case basis by recommendation of the department chairperson and approval by the Dean.

SECTION 12.0 TENURE

12.1 General Conditions

The award of tenure is an important protection of the academic freedom of faculty members who have made exceptional meritorious contributions to teaching, scholarship, clinical service and professional and community service.

Tenure is not an automatic consequence of service of faculty members to the institution. It is a privilege that is earned by merit and conferred on a faculty member by the recommendation of the department chairperson; the school-wide APT Committee; the Dean of the respective school; the President of the College; and approval of the Board of Trustees.

Tenure implies a mutual responsibility on the part of the institution and the tenured faculty member.

The awarding of tenure is based not only on the individual professional excellence, but also on consideration of the anticipated needs of the academic program for the foreseeable future. ***The choices that an institution makes in granting tenure are crucial to its progress toward academic excellence.***

12.1.1 Tenure is a ten (10) year appointment with a mandatory post tenure review process conducted by the appropriate school-wide APT Committee by June 30th of the eighth (8th) year of the tenure period and approved by the Board of Trustees no later than May 31st of the 9th academic year.

12.1.2 This Committee shall receive an updated dossier including curriculum vitae, copies of the faculty member's annual evaluations, publications, and other supporting documentation that may include licenses and specialty board certifications.

12.2 Criteria for Tenure

Tenure is granted to those full-time tenure-eligible faculty members who have:

12.2.1 Demonstrated evidence of outstanding professional achievements and excellence in scholarly activities;

12.2.2 Achieved and documented outstanding performance, as evidenced by the entire appointment record of the faculty member, in two major areas of academic endeavor one of which must be that of scholarly activity and competence in one other area;

12.2.3 Demonstrated the capacity and likelihood for continued intellectual, scholarly and professional vitality;

12.2.4 Demonstrated evidence of the ability and willingness to perform assigned duties consistent with the faculty appointment;

12.2.5 Demonstrated evidence of national recognition in his/her discipline or field of expertise; and

12.2.6 Current and future potential to contribute to the goals and objectives of the school and the College.

Faculty members are also expected to produce, prior to consideration for tenure review, the following:

- 12.2.7 Evidence of extramural funding of peer-reviewed research projects, and/or programs of scholarship for an extended period of time.
- 12.2.8 Evidence of extramural funding shall be in the form of a funding support history, which should include a minimum of the following:
 - a) Funding source(s)
 - b) Funding period
 - c) Amount of funds
 - d) Faculty member's status on the funding source (i.e., as principal investigator, team member, consultant, etc.)
 - e) Where applicable, evidence of extramural funding of public service projects and/or clinical service shall be taken into consideration. However, such evidence shall not relieve the faculty member of the expectation of demonstrated outstanding performance in scholarly activity and excellence in professional achievement

The "Indicators of Outstanding Performance in Areas of Academic Endeavor" as outlined in Section 17 are relevant to decisions governing the awarding of tenure and tenure reappointments.

12.3 Awarding of Tenure

- 12.3.1 Tenure may be awarded at the time a candidate is appointed to the rank of Associate Professor or Professor, or any time after appointment (applicable to those two ranks only);
- 12.3.2 Tenure may be awarded upon promotion of a candidate from Assistant Professor to Associate Professor.
- 12.3.3 Promotion and tenure need not be simultaneous.
- 12.3.4 The awarding of tenure shall not be denied a faculty member because of bias against race, religion, gender, sexual orientation, color, ethnic or national origin, age, disability, or military status
- 12.3.5 Eligible faculty shall be reviewed for tenure at the time deemed appropriate by the faculty member and/or department chairperson, but not later than the year prior to the end of the probationary period.
- 12.3.6 Faculty must be given the opportunity to submit evidence relevant to the review of their performance and future promise.
- 12.3.7 Academic tenure provides expectation of continuing appointment during the ten (10) year contract period that will not be terminated except for:
 - a) Permanent physical or mental incapacity
 - b) Demonstration of adequate cause after the opportunity for a hearing in accordance with the procedures for terminating tenured faculty
 - c) Voluntary resignation or retirement of a faculty member; or a bona fide financial exigency; or program discontinuance
 - d) By recommendation of the school-wide APT Committee and the Dean following an early post tenure review

- 12.3.8 Reorganizations, which result in the merger of departments, divisions or academic units, shall not affect the tenure of the faculty involved, except to the extent that such reorganization or merger is a result of bona fide financial exigency within the institution or because of program discontinuance.
- 12.3.9 Tenured faculty members affected by the reorganization shall have tenure in that new unit to which they are reassigned.
- 12.3.10 The awarding of tenure status shall be effective at the beginning of the academic year immediately following Board of Trustee approval.

12.4 Transfer of Tenure

- 12.4.1 The transfer of tenure is a decision that must be approved by the Board of Trustees.
- 12.4.2 Recommendation for transfer of tenure must be supported by documentation that a prospective faculty member already possesses tenure at another accredited institution.
- 12.4.3 Consideration shall be given to demonstrated professional competence, the potential for future contribution of the faculty member, and the needs and resources of the institution.

12.5 Status of Appointment- Tenure-Track (Probationary Appointment)

- 12.5.1 The maximum probationary period for tenure is six (6) years.
- 12.5.2 Faculty can apply for tenure only once during the probationary period.
- 12.5.3 Appointment to the tenure track (probationary track) is reserved for faculty members with outstanding academic potential and the full expectation that the faculty member will progress to tenure.
- 12.5.4 The expectation is that faculty assigned to this appointment status will devote an appropriate amount of their time to the pursuit of original scholarship and shall publish their findings in peer-reviewed journals, make presentations before their peers, and develop national recognition.
- 12.5.5 Part-time faculty members are not tenure-eligible.
- 12.5.6 Faculty members appointed to the tenure track (probationary track) at the rank of Assistant Professor will have six (6) years probationary period to achieve tenure.
- 12.5.7 Faculty Members must hold the rank of Associate Professor before tenure can be awarded.
- 12.5.8 Faculty appointed to the tenure track (probationary track) at the rank of Assistant Professor who are not promoted to the rank of Associate Professor by the end of their sixth (6) year, will be given a one-year terminal appointment, unless recommended for a non-tenure track appointment by the department chairperson and subsequently approved by the respective Dean.
- 12.5.9 Faculty appointed to the tenure track (probationary track) at the rank of Associate Professor or Professor will have a probationary period of four (4) years to achieve tenure.

- 12.5.10 Faculty appointed to the tenure track at the rank of Associate Professor or Professor, who has not achieved tenure by the end of the fourth (4th) year, will be given a one-year terminal appointment, unless recommended for a non-tenure track appointment by the department chairperson and subsequently approved by the respective Dean.
- 12.5.11 Faculty members who choose to be considered for tenure as described above, and are not subsequently awarded tenure status may change to non-tenure track status by recommendation of their respective chairperson and approved by the respective Dean, or may take an early retirement.
- 12.5.12 Faculty on the tenure track (probationary track) at the ranks of Instructor, Assistant Professor, Associate Professor, or Professor and have been employed by Meharry Medical College for less than seven (7) years, at the time the Board of Trustees approves these amendments to the tenure policy, shall remain within the tenure track for the balance of their probationary period based on their rank at the time of their initial appointment, as defined herein.
- 12.5.13 Faculty not awarded tenure by the end of the probationary period shall have the opportunity to change to a non-tenure track appointment, subject to the recommendation by their department chairperson and approval by the respective Dean.

12.6 Tenure Review Process

- 12.6.1 The process of considering tenure shall begin with a notification to the Dean of the respective school and the submission of applications by department chairpersons to the departmental APT Committee in the schools.
- 12.6.2 While an application for tenure may be submitted any time during the year to the Office of Faculty Affairs and Development, the school-wide APT Committee shall consider applications for tenure by August 1st of each year with recommendations to be submitted to the winter Board of Trustees meetings.
- 12.6.3 Recommendations for tenure shall be initiated by a department faculty member or chairperson in the respective department of a school and must include evidence of annual reviews and comprehensive reviews, where applicable.
- 12.6.4 The department chairperson and/or faculty member shall transmit the application and all supporting documents to the departmental APT Committee.

12.7 Post-Tenure Review- General Considerations

Post-tenure review is not a re-evaluation and revalidation of the tenure status. In no instance should post-tenure be used for the purpose of dismissal or to relax the standards for dismissal.

- 12.7.1 All tenured faculty members shall have a comprehensive post-tenure review conducted by the respective school-wide APT Committee during the ninth (9th) year of each term of appointment/reappointment.
- 12.7.2 This policy applies to faculty members who were granted tenure prior to the approval of this document. The year 01 of the post-tenure review period for this group of faculty commences with the approval of this document.
- 12.7.3 The faculty member under review will have the option of selecting one additional non- voting member to the respective school-wide APT Committee. The respective Dean shall have the option of appointing a non-voting member to the Committee.
- 12.7.4 The school-wide APT Committee may conclude that the tenured faculty has demonstrated adequate performance and therefore recommend continuation of tenure for an additional ten (10) year period.
- 12.7.5 Continuation of tenure, regardless of how and when initially awarded, requires following the approval processes as delineated in Post and Early Post Review.
- 12.7.6 By June 30th of the 8th year of the tenure period, documentation of the respective faculty member's performance over the preceding years of appointment supporting (or not supporting) continued tenure will be submitted to the school-wide APT by:
- The faculty member; or
 - The respective departmental chairperson.
- 12.7.7 The school-wide APT Committee will review the material and submit its written recommendation to the appropriate Dean and the President.
- 12.7.8 The President or his academic designee shall submit his/her recommendation along with the school-wide APT Committee's, and the appropriate Dean's to the Board of Trustees Academic Affairs Committee for consideration no later than May 31st of the 9th academic year.
- 12.7.9 The Committee may conclude that the faculty member has not demonstrated satisfactory performance. In this case, the Committee may recommend no extension of tenure status, or may recommend that additional time, not to exceed two (2) years, be given so that the faculty member may demonstrate the necessary improvement and attain a level of at least satisfactory performance. In the latter case, a formal written improvement plan should be developed by the faculty member and chairperson, for the faculty member.
- 12.7.10 At the end of the two (2) year period, if the faculty member has not demonstrated sufficient evidence of satisfactory performance, non-renewal procedures will be initiated in accordance with policies established herein.

12.8 Early Post-Tenure Review

- 12.8.1 If after being tenured, a faculty member has received three (3) consecutive unsatisfactory annual evaluations, a department chairperson may request an early post-tenure review.
- 12.8.2 If the review finds that the faculty member has not demonstrated satisfactory performance, the school-wide APT Committee may recommend that additional time, not to exceed two (2) years, be given so that the faculty member may demonstrate the necessary improvement and attain a level of at least satisfactory performance, or
- 12.8.3 The school-wide APT Committee may recommend that non-renewal procedures be initiated in accordance with policies established herein.
- 12.8.4 The faculty member may appeal the recommendation of the school-wide APT Committee by submitting the appeals request to the Grievance Committee of the respective school's Faculty Council or the Academic Freedom, Appointments, Promotions & Tenure Committee of the Faculty Senate within thirty (30) days of the receipt of the written decision.
- 12.8.5 The President shall receive and review recommendations from the Grievance Committee of the Faculty Council or the Academic Freedom, Appointments, Promotions & Tenure Committee of the Faculty Senate.
- 12.8.6 The President or his designee shall make his/her recommendation to the Board of Trustees through its' Academic Affairs Committee.
- 12.8.7 The President and/or his designee shall inform the Dean and the Office of Faculty Affairs and Development of the Board of Trustees' decision.
- 12.8.8 The Office of Faculty Affairs and Development shall prepare the written resolution of the candidate's appeal for the signature of the respective Dean within 72 hours of the Board of Trustees' action and decision.
- 12.8.9 The written notification of the resolution will be mailed to the candidate within 24 hours following the signature of the Dean.
- 12.8.10 Decisions by the Board of Trustees are final and not subject to appeal within the College.

12.9 Timetable and Timeline for Applying for Tenure

The Departmental APT Committee shall:

- 12.9.1 Consider the candidate's application and return it with the Committee's recommendation to the chairperson of the department within three (3) weeks of receipt.
- 12.9.2 The chairperson of the departmental APT Committee shall submit the complete application on an electronic CD, including the Departmental Committee's recommendations and the chair of the department's recommendation, to the Office of Faculty Affairs and Development within three (3) weeks after receiving them from the Committee.
- 12.9.3 The chairperson of the departmental APT Committee must inform the candidate in writing as to the content of the forwarded recommendations.

- 12.9.4 Within four (4) weeks of receipt, the Office of Faculty Affairs and Development must facilitate and convene the school-wide APT Committee in each school, to consider the application; and submits a recommendation back to the Deans of each school, within three (3) weeks after receiving it.
- 12.9.5 The Office of Faculty Affairs and Development must provide minutes of the action and decisions of the school-wide APT Committee on each candidate and transmit such information in the form of a list to the Deans of each school.
- 12.9.6 Each Dean shall review the list of candidates and may request additional information from the Office of Faculty Affairs and Development, who shall obtain additional information from the candidate.
- 12.9.7 Each Dean of each school shall transmit his/her recommendations to the President within three (3) weeks after receiving it from the Office of Faculty Affairs and Development.
- 12.9.8 The Deans shall inform the faculty member, in writing, of the status of the recommendations by the school-wide APT Committee in the particular school.
- 12.9.9 Within three (3) weeks after written notification, a faculty member not recommended for promotion or tenure by his/her Dean may appeal in writing to the "Grievance Committee" of the Faculty Council, in the respective schools, or to the Academic Freedom, Appointments, Promotions & Tenure Committee of the Faculty Senate to provide an objective and equitable review of the documentation and the appeal, and to reduce perception of conflict of interest, prejudice, and bias.

12.10 Timetable and Timeline for Grievance, if Tenure is Not Granted

- 12.10.1 Upon receipt of a written appeal that describes the circumstances of the denial of promotion or tenure, the Grievance Committee of the respective Faculty Council shall convene a committee of the candidate's peers* to review the facts and documents to be considered in the appeal.
* Peers are defined as faculty members who may hold the same or a higher rank than the candidate, expertise in the academic area, and/or qualified by equivalent experience.
- 12.10.2 When the Grievance Committee within the Faculty Council in the respective school is convened, the Committee shall consider the application documents and may hold hearings as it deems necessary to clarify the application and recommendations.
- 12.10.3 If the Academic Freedom, Appointments, Promotions & Tenure Committee of the Faculty Senate is convened, the Committee shall follow the same process as the Faculty Council in each respective school would have followed. The Academic Freedom, Appointments, Promotions & Tenure Committee of the Faculty Senate shall consider the application documents and recommendations.
- 12.10.4 The Grievance Committee in each of the respective schools or the Academic Freedom, Appointments, Promotions & Tenure Committee of

the Faculty Senate shall submit its recommendations to the President within three (3) weeks after receiving all information pertinent to the appeal.

- 12.10.5 The President shall receive and review recommendations from the Grievance Committee and/or the Academic Freedom, Appointments, Promotions & Tenure Committee of the Faculty Senate.
- 12.10.6 The President shall make his/her recommendation to the Board of Trustees through its' Academic Affairs Committee at any Board meeting and may designate the appropriate Dean or the academic designee to present such recommendations to this Committee.
- 12.10.7 The President and or his designee shall inform the Dean and the Office of Faculty Affairs and Development of the Board of Trustees' decisions.
- 12.10.8 The Office of Faculty Affairs and Development shall prepare the written resolution of the candidate's appeal for the signature of the respective Dean within 72 hours of the Board of Trustees' action and decision.
- 12.10.9 The written notification of the resolution will be mailed to the candidate within 24 hours following the approval of the Dean.
- 12.10.10 Decisions by the Board of Trustees are final and not subject to appeal within the College.

12.11 Tenure – Joint Appointment

Tenure is achieved only in the faculty member's department of primary appointment. In all cases of joint appointments, the letter of offer and/or letter of appointment must indicate tenure or non-tenure arrangements. Tenure may not be held at two (2) institutions simultaneously.

SECTION 13.0 TERMINATION OF APPOINTMENT, CHANGE OR REDUCTION OF EFFORT, AND CHANGING APPOINTMENT STATUS BY FACULTY MEMBER WITH TENURE (SERIES I), TENURE TRACK (SERIES II), AND NON-TENURE TRACK (SERIES III) STATUS

13.1 Termination of Appointment

- 13.1.1 Faculty members may terminate their appointments effective at the end of an academic year, provided that they give notice in writing at the earliest possible opportunity, *but not less than six months prior to the end of that academic year.*
- 13.1.2 Faculty members may properly request waivers of this requirement of notice in case of hardship or in situations where they would otherwise be denied substantial professional advancement or other opportunity.

13.2 Change and/or Reduction of Efforts - Tenure (Series I), and Tenure Track (Series II)

- 13.2.1 A faculty member may request a reduction in effort with the recognition that faculty with efforts less than 80% automatically become tenure-ineligible.

- 13.2.2 Full-time status is defined as 80% effort or more and such faculty retains all rights and benefits.
- 13.2.3 The 80% effort can be achieved via joint appointments and/or special assignment of effort with a department, center, or institution with which Meharry Medical College has an agreement of alliance and/or affiliation.
- 13.2.4 The reduction in effort will become effective at the end of an academic year, provided that the faculty member gives notice in writing, at the earliest possible opportunity, but not less than:
 - Two (2) months prior to the change for the first year of appointment
 - Three (3) months prior to the change for the second year of appointment
 - Six (6) months prior to the change for the third and all subsequent years of appointment.
- 13.2.5 The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he/she would otherwise be denied substantial professional advancement or other opportunity.

13.3 Changing Appointment Status by Faculty Member

- 13.3.1 A faculty member may request a change in status from the *non-tenure track to a tenure track* by submitting the written request accompanied by documentation that he/she has met the requirements and criteria for the rank being sought as a probationary tenure track faculty member as described in **Sections 4, 5, 7, 8, 9, 10 and 11 when and if appropriate.**
- 13.3.2 All policies and procedures for appointment delineated herein shall apply to a request for status change, including the timetable and chain of command used for processing appointments and promotions.
- 13.3.3 All requests shall be given due consideration by the faculty member's respective chairperson and Dean.

13.4 Termination, Non-renewal or Reduction of Effort of Appointment of a Faculty Member with Tenure

13.4.1 General Conditions

Termination of appointment of a tenured faculty member before the end of the specified term of appointment may be effected by the institution only for:

- a) Adequate cause (dismissal)
- b) Bona fide financial exigencies of the institution or school of the institution
- c) A program's discontinuance

The respective Dean and/or department chairperson may initiate this process. The determination that a state of bona fide financial exigency exists rests solely with the institution.

13.5 Termination of Appointment for Adequate Cause (Dismissal)

Termination of an appointment for adequate cause (dismissal) may include, but not limited to:

- a) Professional incompetence
- b) Willful or continued failure to substantially perform his/her duty
- c) Inability to carry out regular duties as *specified in the letter of appointment/ reappointment*
- d) Gross professional or personal misconduct
- e) Willful fraud or material dishonesty in connection with or involving the finances of the College
- f) Conviction of a violation of criminal law involving the College and its businesses
- g) Conviction of a felony
- h) Violation of College policies including but not limited to sexual or other illegal harassment of members of the college community
- i) Conduct employing unlawful means to obstruct the orderly functioning of the College
- j) Violate the rights of other members of the college community

13.6 Procedure for Termination for Adequate Cause

- 13.6.1 In the case of termination for adequate cause of a faculty member's appointment (dismissal), the faculty member concerned shall be given written notice of his/her termination.
- 13.6.2 Procedures delineated in Section 14 regarding dismissal for cause must be followed.
- 13.6.3 Faculty appointment shall not be terminated because of a temporary inability to carry out their duties due to illness or other cause.
- 13.6.4 Termination of a tenured faculty appointment can occur in the case of an unsatisfactory post tenure or early post-tenure review.
- 13.6.5 If the respective Dean issues notice to a faculty member of intention to reduce or terminate his/her appointment for adequate cause, the faculty member shall have the right to a hearing before the Grievance Committee of the respective school's Faculty Council.
- 13.6.6 In all cases where the facts are in dispute, the faculty member shall be informed of the disputes in writing before the hearing and shall have the opportunity to be heard in his or her own defense by all bodies that pass judgment upon the case.
- 13.6.7 The faculty member shall be permitted to be accompanied by an advisor of his or her own choosing who may act as counsel.
- 13.6.8 The institution shall provide a full stenographic record of the hearing to the parties concerned.
- 13.6.9 In the hearing of charges of incompetence, the testimony shall include that of teachers and other scholars, either from Meharry or from other institutions.

13.7 Termination of Appointment by Reason of Financial Exigency or Discontinuance of Program

- 13.7.1 When the College and/or any of its schools experience a major threat to its continued financial support, the appropriate faculty shall be informed as early and specifically as possible.
- 13.7.2 If the institution, because of bona fide financial exigencies or program discontinuance terminates appointments, every effort shall be made to relocate the tenured faculty member in another department. At the same time, new appointments will not be made in the department, where the tenured faculty member was terminated.
- 13.7.3 In all cases of termination of appointments because of financial exigencies or program discontinuance, the place of a faculty member concerned shall not be filled by a replacement with both similar expertise and/or training within a period of three (3) years, unless the released faculty member has been offered reinstatement and a reasonable time, not less than thirty (30) days, in which to accept or decline it.
- 13.7.4 The appointment of a faculty member with tenure shall not be terminated in favor of retaining a faculty member without tenure. Full-time faculty will not be terminated in favor of a part-time faculty.
- 13.7.5 In all cases of termination of appointment because of financial exigency or program discontinuance, the College will make a good faith effort to give the faculty member concerned as much advance notice as possible.
- 13.7.6 It shall be the responsibility of the President to notify a faculty member of termination of the appointment because of financial exigency. Whenever possible, such a faculty member should have high priority for a transfer to another compatible program, division, or school within the College.
- 13.7.7 Should a discontinued program be re-instituted under the same or a different name within three (3) years of discontinuance, the place of a released faculty member shall not be filled unless the released faculty member has been offered reinstatement and a reasonable time, not less than thirty (30) days, in which to accept or decline it.
 - Faculty who feel that they have a cause for a grievance under this Section may file a grievance pursuant to *Section 15: Grievance Guidelines and Procedures*.

13.8 Non-renewal of a Tenure Appointment

- 13.8.1 Non-renewal of a tenured faculty appointment can occur in the case of an unsatisfactory post-tenure or early post-tenure review.
- 13.8.2 Faculty may appeal as described in *Sections 13, 14, and 15, when and if appropriate*.

13.9 Reduction of Effort of Appointment

- 13.9.1 Reduction of effort of appointment can occur with tenured faculty in the case of an unsatisfactory post-tenure or early post-tenure review.
- 13.9.2 Faculty may appeal as described in *Sections 13, 14, and 15, when and if applicable*.

13.10 Termination, Non-renewal of Contract, Reduction of Effort of Faculty Member with Series II-Tenure Track (Probationary Track) or Series III-Non-Tenure Track Status

13.10.1 General Conditions

Termination of appointment of a Series II or Series III faculty member before the end of the specified term of appointment may be effected by the institution only for:

- a) Adequate cause (dismissal)
- b) Bona fide financial exigencies of the institution or school of the institution
- c) A program discontinuance
- d) The department chairperson may initiate this process. The determination that a bona fide state of financial exigency exists rests solely with the institution

13.11 Termination for Adequate Cause

In the case of termination for adequate cause of a faculty member's appointment (dismissal), the faculty member concerned shall be given written notice of his/her termination.

Procedures delineated in *Sections 13, 14, and 15, when and if appropriate* regarding dismissal of cause must be followed.

Faculty appointments shall not be terminated because of a temporary inability to carry out their duties due to illness or other cause.

Termination of an appointment for adequate cause (dismissal) may include but not limited to:

- a) Professional incompetence
- b) Willful or continued failure to substantially perform his/her duty
- c) Inability to carry out regular duties as *specified in the letter of appointment/reappointment*
- d) Gross professional or personal misconduct
- e) Willful fraud or material dishonesty in connection with or involving the finances of the College
- f) Conviction of a violation of criminal law involving the College and its businesses
- g) Conviction of a felony
- h) Violation of College policies including but not limited to sexual or other illegal harassment of members of the college community
- i) Conduct employing unlawful means to obstruct the orderly functioning of the College
- j) Violate the rights of other members of the college community

13.12 Financial Exigencies or Discontinuance of Program

- 13.12.1 When the College and/or any of its schools experience a major threat to its continued financial support, the appropriate faculty shall be informed as early and specifically as possible.
- 13.12.2 If the institution, because of bona fide financial exigencies or program discontinuance terminates appointments, good faith effort shall be made to relocate the affected faculty member in another department.

13.13 Non-Renewal of Appointment

- 13.13.1 A faculty member shall be advised of a regular time period (January through March) when evaluation affecting appointment renewal is ordinarily made and will be given timely opportunity by the chairperson to submit materials, which the faculty member believes will be helpful to an adequate consideration of his/her performance.
- 13.13.2 When a recommendation or a decision not to renew an appointment has been reached, the faculty member involved will be informed in writing of that decision by the appropriate dean. The faculty member shall be advised orally and in writing of the reasons, which contributed to that decision. Except for dismissal for adequate cause, notice of non-renewal shall be no less than six (6) months.

13.14 Procedures for Grievance of Termination of a Probationary Appointment

- 13.14.1 If a Tenure Track (Series II) faculty member alleges that a decision not to reappoint them is based on inadequate consideration, the faculty member will be advised to file a grievance with the Grievance Committee of the Faculty Council in the respective school.
- 13.14.2 Upon receipt of a written grievance that describes the circumstances of the decision not to reappoint the faculty member, the Grievance Committee of the Faculty Council will hear the grievance.
- 13.14.3 In so far as the faculty member alleges that the decision against renewal was based on inadequate consideration, the Grievance Committee will determine whether the decision was the result of adequate consideration.
- 13.14.4 The Grievance Committee will not substitute its judgment on the merits of the body or individual who made the initial recommendation or decision.
- 13.14.5 If the Grievance Committee believes that adequate consideration was not given to the faculty member's circumstances, it will request reconsideration, indicating the areas of concerns in which it is believed that the consideration may have been inadequate.
- 13.14.6 The Grievance Committee will provide copies of its findings to the faculty member, the deciding body or the individual, the department chairperson, appropriate dean, and the President.
- 13.14.7 If the Grievance Committee believes that adequate consideration was given to the faculty member's circumstances and the faculty member

disagrees with the Grievance Committee's decision, the faculty member may appeal this decision to the Academic Freedom, Appointments, and Promotions & Tenure Committee of the Faculty Senate for its consideration.

- 13.14.8 The faulty member shall submit his/her written appeal to the Faculty Senate Chair, who will instruct the Academic Freedom, Appointments, Promotions & Tenure Committee of the Faculty Senate to take this appeal under consideration.

13.15 Reduction of Effort of the Appointment

A reduction of effort of a faculty member should not occur before the contract renewal date and notice of the reduction in effort shall be given no less than six (6) months prior to the reduction.

SECTION 14.0 PROCEDURES FOR DISMISSAL WITH CAUSE OR SANCTIONS OTHER THAN DISMISSAL OF FACULTY MEMBERS (SERIES I, SERIES II, SERIES III, AND SPECIAL FACULTY)

14.1 Dismissal/Sanction of a Faculty Member – General Conditions

- 14.1.1 Dismissal is a termination before the end of the period of appointment.
- 14.1.2 An administrative body or individual that believes that the conduct of any faculty member (Series I, Series II, Series III, and Special Faculty), although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a sanction may recommend:
- a) Suspension from service for a stated period
 - b) Reprimand
 - c) Censure of the faculty member
 - d) A reduction of effort and/or salary, and/or
 - e) A change in appointment type.
- 14.1.3 Adequate cause for a dismissal or sanction will be related directly and substantially to the fitness of the faculty member in his/her professional capacity as a teacher, clinician, or researcher.
- 14.1.4 Dismissal/sanction and/or threat of dismissal/sanction shall not be used to restrain faculty members in their exercise of academic freedom or other rights of American citizens.
- 14.1.5 Dismissal/sanction of a faculty member shall be preceded by:
- a) Discussion between the faculty member and the appropriate department chairperson and the Dean;
 - b) Written notification of an inquiry by the Grievance Committee of the Faculty Council of the respective school; and
 - c) A statement of allegations resulting from the School Council Grievance Committee's inquiry and recommendations are submitted to the chairperson, the Dean, Office of Faculty Affairs and Development, the President, and the faculty member involved within 60 calendar days.

- 14.1.6 The faculty member not satisfied with the Grievance Committee's recommendations may appeal to the Appointments, Promotions & Tenure Committee of the Faculty Senate.
- 14.1.7 Should the faculty member refuse to participate; the inquiry will proceed with the faculty member in *absentia*.
- 14.1.8 The College and the faculty member shall have the right to submit relevant materials to the Committee within 30 calendar days of written notification of the inquiry.
- 14.1.9 A dismissal or sanction other than dismissal, as defined above, shall be accompanied by a statement of reasons and personally delivered or sent to the faculty member at the last known residence by certified mail.
- 14.1.10 The faculty member dismissed shall have the right to be heard by the Faculty Senate's Academic Freedom, Appointments, Promotions & Tenure Committee, if an appeal is filed by the faculty member within ten (10) business days after the official notice of dismissal is received.
- 14.1.11 Members of the School Council Grievance Committee, who are in a conflict of interest position or a perceived conflict of interest position, shall remove themselves from the case.
- 14.1.12 The faculty member and any other concerned faculty member serving on the School Council Grievance Committee shall not have more than two (2) challenges to the Committee membership.
- 14.1.13 Pending a final decision by the administration, the faculty member may be suspended by the appropriate chairperson and Dean, or assigned to other duties in lieu of suspension, only if immediate harm to him/her or others is threatened by his/her continuance.
- 14.1.14 Before suspending a faculty member, pending an ultimate determination of his/her status through the institution's hearing procedures, the appropriate Dean will make recommendations to the President concerning the propriety, the length, and other conditions of suspension.
- 14.1.15 Salary will continue during the period of suspension.
- 14.1.16 The School Council Grievance Committee may, with the consent of the parties, hold joint pre-hearing meetings with the parties in order to:
 - o Simplify the issues,
 - o Stipulate and examine the facts,
 - o Provide for the exchange of documentation or other information, and
 - o Achieve pre-hearing objectives for a fair, efficient, and expeditious hearing.

SECTION 15.0 GRIEVANCE GUIDELINES: PROCESS AND PROCEDURES

The grievance process is presented in various sections in this document in order to provide discussion to each aspect of the appointment, promotion, and tenured process. This section enhances and provides additional understanding of the Grievance Process.

Definition of "Grievance" – An allegation by a faculty member that a specific protection provided by either the faculty member, letter of appointment, contract, the APT document

or an approved policy on procedure of Meharry Medical College has been violated. A grievance requires a specific allegation, subject to verification in the grievance process, of a harm to the faculty member. The responsibility to provide all documentation to the grievance committee shall lie with the faculty member: A faculty grievance is *defined as problem or issue brought by a faculty member against a chair, Dean, division chief, or another faculty member that have not been resolved during informal discussions.*

The grievance process provides a means to resolve disputes which have not been resolved through the normal process of careful discussion and informal processes. The grievance process is intended to define and delineate issues that are in contention or in dispute; to assure the faculty member that his/her complaint or problem has been presented to and considered by appropriate Faculty Councils, Faculty Senate, and officers within the College and to assure the College community that matters and decisions involving faculty members in their relationship to the College are fully reviewed and considered.

- Any faculty member, who has a grievance with respect to appointment, promotion, tenure, or with respect to such matters as assignment of duties, academic freedom or working conditions and who has been unable to resolve the issue with the department Chair and the Dean of the appropriate School or College, shall have the right to appeal in writing to the Faculty Council in the respective schools, the Faculty Senate, and to the President of the College, or where the grievance is against the action of the officials of the College, to the Faculty Senate and to the President.

During this process, no action shall be taken against the grieving faculty member. This includes, but is not limited to reductions in salary, reductions in effort, and changes in assigned duties. All pending contract changes shall be stayed until the President has reached a decision on the grievance.

All issues, written and verbal communications, including discussions about a grievance are confidential.

15.1 Process and Procedures for Filing a Grievance

15.1.1 General Conditions

- 15.1.1.1 If a faculty member feels that there is cause for grievance in any matter not covered by the procedures described in the foregoing regulations, the faculty member may petition the Grievance Committee within the Faculty Council in the respective school for redress.
- 15.1.1.2 The written grievance shall set forth in detail the nature of the grievance and shall state against whom the grievance is directed.
- 15.1.1.3 It shall contain any factual or other data, which the petitioner deems pertinent to his/her case.
- 15.1.1.4 The Grievance Committee within the respective school will have the right to decide whether or not the facts merit a preliminary review and hearing.

- 15.1.1.5 Submission of a grievance will not automatically entail a hearing thereof.
- 15.1.1.6 The Grievance Committee in the respective school may seek to bring an informal resolution of the issue/issues satisfactory to the parties prior to a formal hearing.
- 15.1.1.7 If, in the opinion of the Grievance Committee, an informal resolution is not possible or is not appropriate, the Committee will report its findings and recommendations to the department chairperson, Dean, Office of Faculty Affairs and Development, and the President.
- 15.1.1.8 Prior to submitting a formal grievance, a reasonable attempt should be made to resolve the problem. The chairperson of the Grievance Committee can act as an informal mediator, if requested to do so.
- 15.1.1.9 If the problem cannot be resolved informally, the faculty member must:
 - o Submit a letter stating the grievance to the chairperson of the Grievance Committee.
- 15.1.1.10 The letter must include:
 - a) A detailed statement of the issue and circumstances;
 - b) Copies of all relevant documentation;
 - c) The relevant sections of the Personnel Handbook, Faculty Handbook, and/or other relevant institutional documents having a bearing on the subject matter of the grievance; and
 - d) The solution or remedy sought by the grieving party

15.2 Procedures for Submitting a Grievance

- 15.2.1 The faculty member must forward the letter to the chairperson of the Grievance Committee within ten (10) business days of initial contact as documented by email or written inquiry.
- 15.2.2 Upon receipt of the grievance letter, the chairperson of the Grievance Committee shall convene the Committee within 14 days.

15.3 Determination Process for Grievance

- 15.3.1 The Grievance Committee will review the grievance and determine:
 - a) Full time or part time status of the faculty member
 - b) If the grievance as presented is determined to conform and is in violation of the appointment, promotion, and tenure policies and procedures; the Faculty Handbook; or the Personnel Policies Manual of the College
 - c) If the grievance of the faculty member falls outside of the appointment, promotion, and tenure policies and procedures; the Faculty Handbook; and/or the Personnel Policies Manual of the College, the Grievance Committee must determine the course of action
- 15.3.2 If the Grievance Committee determines that a grievance does not exist, or that the matter would be best handled by another committee or office (e.g.,

Personnel), the Grievance Committee chairperson must inform the faculty member, the Dean, the Office of Faculty Affairs and Development, and the President in writing, within five (5) business days of the Committee meeting.

15.3.3 If the Grievance Committee decides that a grievance does exist, the following steps will be taken:

a) The Grievance Committee will inform, in writing, all parties to the grievance. This will be done within five (5) business days of the initial Grievance Committee meeting.

15.3.4 The Grievance Committee will deliberate to make a recommendation regarding the grievance.

15.3.5 The Grievance Committee may use one or several of the following mechanisms:

a) The chairperson of the Grievance Committee, with the concurrence of its members, may appoint an ad hoc sub-committee, from the original Committee, to mediate all relevant parties to resolve the grievance. The mediation will be initiated within five (5) business days of the initial Committee meeting.

b) The Grievance Committee or an ad hoc sub-committee may meet with all relevant parties to gather information or to clarify the issues of the grievance. This meeting will be called within five (5) business days of the initial Committee meeting.

c) The Grievance Committee may request written information from all relevant parties, meet to reach a conclusion and make a recommendation concerning the grievance. This will be done within ten (10) business days of the initial Committee meeting. If the Committee cannot reach a conclusion or recommendation, a hearing will be scheduled in order to reach a conclusion or recommendation.

d) The Grievance Committee will schedule a hearing to be held within ten (10) business days. All parties to the grievance must be notified in writing as to the date, time, place and reason for the hearing.

15.3.6 Five (5) business days prior to the hearing, all documentation to be presented at the hearing must be received by the Grievance Committee. If the parties intend to call witnesses, the names of the witnesses must be provided to the Grievance Committee as part of the primary documentation and prior to the hearing.

15.3.7 Copies of all documentation and the names of witnesses will be provided to all parties to the grievance within 72 hours of the hearing.

15.3.8 The hearing on the faculty member's grievance shall be held in private to ensure confidentiality and due process.

15.4 Process and Procedures for Notification of Grievance Hearing

15.4.1 A written notice advising of the grievance hearing to all parties to the grievance with specific charges in writing will be sent at least twenty

- (20) business days prior to the hearing by the chair of the Grievance Committee in the respective school.
- 15.4.2 The faculty member may waive the hearing or may respond to the charges in writing at any time before the hearing.
- 15.4.3 If the faculty member denies the charge against him/her or asserts that the charge does not support a finding of adequate cause, the Grievance Committee will evaluate all available evidence and its recommendation will be based upon the written evidence in the record.
- 15.4.4 The final decision in this regard shall rest exclusively with the Grievance Committee of the respective Faculty Council within each school.
- 15.4.5 During the proceedings, the faculty member shall be permitted to have an academic advisor and/or counsel at their own personal expense to advise them. The advisor may not actively participate in the proceedings.
- 15.4.6 Minutes of the hearing or hearings shall be taken by an objective staff member and upon request; a copy of the proceeding will be made available to the faculty member without cost.
- 15.4.7 The burden of proof that adequate cause exists rests with the institution and shall be satisfied only by clear and convincing evidence.
- 15.4.8 When the committee determines that a “valid claim of surprise” has been made, the Grievance Committee shall grant adjournments to enable either party to investigate evidence.
- 15.4.9 Each party shall be afforded an opportunity to obtain necessary witnesses and make available documentary and other evidence.
- 15.4.10 Each party will cooperate with the Grievance Committee in securing witnesses and making available documentary and other evidence.
- 15.4.11 Each party shall have the right to confront and cross-examine, question all witnesses before and after each testimony.
- 15.4.12 Where the witnesses cannot or will not appear, the Grievance Committee will base its finding on the written evidence present.
- 15.4.13 In hearings on charges of a faculty member’s incompetence, the testimony may include that of qualified faculty members in the same discipline at this or other institutions of higher education.
- 15.4.14 The Grievance Committee in each respective school shall not be bound by strict rules of legal evidence, and may admit any evidence, which in the opinion of the Committee, is of probable value in determining the issues involved.
- 15.4.15 Every possible effort must be made to obtain the most reliable evidence available.
- 15.4.16 The findings of fact and the decision will be based solely on the hearing record, with due weight being given to testimony and evidence presented by faculty members experienced in the particular profession.
- 15.4.17 Public statements and publicity about the case by either the faculty member, the Grievance Committee, or administrative officers will be avoided so far as possible, including consideration by the Board of

Trustees except for announcements as may be required, such as convening time of the hearing and similar matters.

15.5 Hearing Procedures

- 15.5.1 Each party will be given 20 minutes to present their side of the grievance and introduce supporting documentation.
- 15.5.2 Each party may call witnesses. Up to 20 minutes will be allowed for each witness. This time will include any questions that the party calling the witness may have. The opposing side will have up to 10 minutes to question the witness. The Grievance Committee may also question the witness.
- 15.5.3 Each party shall have 10 minutes to summarize their arguments. The party filing the grievance shall speak first. The Committee shall have up to 20 minutes to ask questions.
- 15.5.4 Because the hearing is a faculty/peer driven grievance process, advisors, including legal counsel, can be present, but cannot testify or address the Grievance Committee.
- 15.5.5 The Grievance Committee will meet within 7 days to discuss the findings of the hearing and to make a recommendation.
- 15.5.6 The Chair of the Grievance Committee will report the decision(s) in writing to all parties to the grievance, as well as to the President and the chair of the Faculty Senate within 7 days of the conclusion of the hearing.
- 15.5.7 The faculty member not satisfied with the Grievance Committee's recommendations may appeal to the Appointments, Promotions & Tenure Committee of the Faculty Senate.
- 15.5.8 The President, the Dean of the respective school and/or the President's designee must inform the Academic Affairs Committee of the Board of Trustees of the outcome of the grievance.

15.6 Hearing Recommendations and Decisions

The President and faculty member shall be notified in writing of the decision of the Grievance Committee and shall be given a copy of the record of the hearing.

15.6.1 General Conditions

- 15.6.1.1 If the Grievance Committee in the respective school concludes that the evidence in the record has not established adequate cause for dismissal, it will so report to the faculty member, Faculty Council of the respective school, department chairperson, Dean, the Office of Faculty Affairs and Development, and the President.
- 15.6.1.2 If the Grievance Committee concludes that adequate cause for a dismissal has been established, but that an academic penalty less than dismissal would be more appropriate, it will be recommended, with supporting reasons.

- 15.6.1.3 If the President disagrees with the recommendation of the Grievance Committee, he shall state his reasons in writing to the Grievance Committee, the Dean, and to the faculty member.
- 15.6.1.4 The faculty member not satisfied with the Grievance Committee's recommendations may appeal to the Appointments, Promotions & Tenure Committee of the Faculty Senate.
- 15.6.1.5 If dismissal or other severe sanction is recommended, the President shall transmit to the Academic Affairs Committee of the Board of Trustees the findings of the Grievance Committee's hearing and all related documents for their review and consideration.
- 15.6.1.6 The Academic Affairs committee of the Board of Trustees may provide opportunity for argument, oral or written or both, by the faculty member who is a grievant and the respondent or by their representatives.
- 15.6.1.7 The decision of the Academic Affairs committee of the Board of Trustees is final and not subject to further review or appeal within the College.

SECTION 16.0 PROCEDURES FOR REVIEW AND AMENDMENT OF THIS DOCUMENT

- 16.1 Any member of the faculty body or the college community may raise issues or recommend review of the policies and procedures contained in this document. Recommendation and requests to update, clarify, modify, or delete portions of this document should be addressed to the chair of the Faculty Council in each school, the chair of the Faculty Senate, the Dean of each school, Office of the Faculty Affairs and Development, and the Office of the President.
- 16.2 Changes in the Appointment, Promotion, and Tenure Policies and Procedures may be initiated at the request of a faculty member, a Dean, and the members of the Faculty Council of a respective school, the Faculty Senate or the President of the College.
- 16.3 Upon such request, the Faculty Senate shall review issues and recommendations presented and, if necessary, recommend modifications.
- 16.4 Recommendations by the Faculty Senate for amendments to this document must be approved by a two-thirds (2/3) vote of the members present at a regular meeting of the faculty provided notice has been circulated to the entire faculty 30 calendar days prior to the voting.
- 16.5 Recommended changes approved by a two-thirds (2/3) vote of the general faculty must be presented to the President for approval and subsequently submitted to the Board of Trustees for action.
- 16.6 The College attorney shall act as a legal consultant to both administration, the Faculty Councils, and Faculty Senate.

- 16.7 The revision(s) and/or amendment(s) will be effective after review and approval by the Board of Trustees and become effective when approved by the Board of Trustees of the College.

SECTION 17.0 EXCELLENCE IN AREAS OF ACADEMIC ENDEAVOR

Determining and evaluating evidence of excellence in areas of academic endeavor is the most important responsibility of the appointment/reappointment, promotion and tenure process.

The indicators of outstanding performance for the various areas of academic endeavor outlined below provide examples of meritorious achievement and shall be used as a guide in evaluating candidates for appointment and promotion. It is not necessary that a candidate achieve each and every example cited below to be judged as having achieved outstanding performance in a particular area.

1. Indicators of Outstanding Performance in Teaching

- a. Selection for outstanding teacher recognition by the faculty and/or students.
- b. Innovation in substance and relevance, including current advances in course content.
- c. Development and implementation of effective, new courses, curricular content, or innovative education methodologies and materials: syllabi, handouts, computer-assisted instructions, films, or videotapes.
- d. Continuous evaluations of teaching performance by student surveys, chairperson evaluation, and assigned evaluators within and outside the candidate's department, and other venues.
- e. Publication of acclaimed instructional material.
- f. Innovative approaches to evaluate student performance.
- g. Contribution to new curriculum development.
- h. Ability to teach effectively at more than one level.
- i. Regular invitations to serve as a visiting professor or outside speaker at professional meetings or academic settings.
- j. Leadership or major participation in continuing education activities.
- k. Special initiative in/or development of new courses or significant revisions of existing courses, including preparation and use of materials.
- l. Sponsorship/directorship of independent research or pre-doctoral students, postdoctoral fellows and residents.
- m. Effectiveness in the professional development of students and trainees.
- n. Leadership in the design, organization and/or presentation of a major course or program, including course coordinator, clerkship director, and/or residency program director.
- o. Preparation and presentation of workshops, lectures, and symposia of education topics at national meetings.
- p. Outstanding performance as an academic role model and mentor for medical, dental, and graduate students and house staff.
- q. Preparation of laboratory manuals, textbooks, and electronic educational programs.
- r. Successful mentoring of other faculty members.

2. Indicators of Outstanding Performance in Quality Research and Publications

- a. Quality and number of publications: papers in quality refereed journals are given the greatest weight. This includes publication of clinical activities or collaborative efforts with other individuals in the laboratory, publication of case reports, and publication of new developments in clinical and basic sciences. Publication must show evidence of independent research.
- b. Peer-reviewed extramural funding for research, including federal, industrial, and other private sources.
- c. Grant reviewer for state, national and international research organizations.
- d. Invitation to present papers at major symposia and meetings, and active participation in workshops and research seminars.
- e. Exceptional contribution to the research of others.
- f. Election to prestigious, limited membership research societies in the discipline.
- g. Evaluation of the nominee's research as outstanding by recognized scientists at this institution and other institutions by assessing the significance, quality and originality of the nominee's research.
- h. Innovation in modes of health care delivery.

3. Indicators of Outstanding Performance in Clinical Service

- a. Board certification and re-certification.
- b. Evidence of continued development of professional skills and acquisition of new medical knowledge, through participation in workshops, seminars, or other continuing education activities.
- c. Outstanding ratings of clinical performance by other health professionals, such as nurses, residents, and postdoctoral fellows.
- d. Solicited opinions from prior residents and/or fellows within two (2) years of their departure from the institution.
- e. Recognition as an outstanding clinician among faculty colleagues, and consulting physicians/dentists, as provided by letters, with particular emphasis on clinical skills, humanistic qualities, and communication skills.
- f. Excellent ratings of clinical performance by faculty colleagues who are collaborating directly in patient care with the faculty member being evaluated as well as those who are not collaborating directly in patient with the clinical faculty member being evaluated.
- g. Opinions of referring physicians/dentists in practice.
- h. Information documenting patient satisfaction.
- i. Medical records evaluation.
- j. Additional specialty board certification.

4. Indicators of Outstanding Performance in Professional and Community Service

- a. Leadership roles in national, regional or state professional organizations in the chosen specialty of the candidate.
- b. Service on major government commissions, task force or boards.
- c. Leadership role in national and/or international scientific societies or committees of foundations.

- d. Service on institutional, school, or department task forces and committees as chairperson.
- e. Attraction of significant external development support and contributions to external development efforts.
- f. Evidence of peer group recognition for exceptional service-related accomplishments.
- g. Advisor to students or community organizations.
- h. Effective leadership in administrative roles.
- i. Significant contributions toward the development, operation, and improvement of the affiliated department, in a particular school or institution, in general.
- j. Participation in scientific committees that is advisory to government or foundations.
- k. Participation in editorial review boards of scientific publications.

5. Indicators of Outstanding Performance in Other Scholarly Contributions

- a. Publication of monographs.
- b. Publication of invited review articles or book chapters.
- c. Editorship and/or service on the editorial board of major journals.
- d. Reviewer of scientific publications.
- e. Recognition from peers in the appropriate field such as fellowships, research awards, career development, publication awards, or clinical investigator awards.
- f. Organizing and/or chairing of major symposia and/or editorship of published conference proceedings.
- g. Publication in non-refereed but widely recognized professional journals.
- h. Authorship of books.
- i. Development or improvement of clinical procedures that facilitate patient care.
- j. Development of medical, dental, or surgical management method that enhances diagnostic, therapeutic, or prognostic capabilities.
- k. Development of new programs in patient care or patient education.
- l. Participation in scientific committees, advisory to government and foundations.