

Faculty Council Meeting
Meeting Minutes
Monday, April 20, 2020
4:00-5:30PM – Zoom Meeting

4:00-4:10PM	Welcome and Chair Announcements	Gary Clark
4:10-4:15PM	Approval of Faculty Council Meeting Minutes from the February 17, 2020 Meeting	Gary Clark
4:15-4:35PM	Steering Committee Report	Jennifer McBride
4:35-4:50PM	Interprofessional Education Research and Collaborative Practice	Tyler Reimschisel
4:50-5:10PM	Bylaws Presentation	Darin Croft
5:10-5:20PM	Faculty Senate Update	Cyndi Kubu
5:20-5:30PM	New Business	Gary Clark
5:30PM	Adjourn	

Members Present

Corinne Bazella
Robert Bonomo
Matthias Buck
Sudha Chakrapani
Shu Chen
Gary Clark
Travis Cleland
Darin Croft
Pamela Davis
Piet de Boer
Philipp Dines
Todd Emch

Thomas Gerken
Monica Gerrek
Anna Maria Hibbs
Alex Huang
Darrell Hulisz
Beata Jasztrzebska
Allyson Kozak
Cynthia Kubu
Vinod Labhasetwar
Suet Kam Lam
Peter MacFarlane

Charles Malemud
Jennifer McBride
Maureen McEnery
Vincent Monnier
Ashleigh Schaffer
Hemalatha Senthilkumar
Carlos Trombetta
Heather Vallier
Susan Wang
Jamie Wood
Richard Zigmond

Members Absent

Alicia Aguilar
Cathleen Carlin
Jae-Sung Cho
Brian D'Anza
Jennifer Dorth
William Dupps

Ankur Kalra
David Katz
Laura Kreiner
Varun Kshetry
Ameya Nayate
Vicki Noble
George Ochenjele

Ben Roitberg
Satya Sahoo
Barbara Snyder
Daniel Sweeney
Patricia Taylor
Krystal Tomei
Allison Vidimos

Members Absent (Cont.)

Judith French	Clifford Packer	Satish Viswanath
Amy Hise	Nimitt Patel	Nicole Ward
Jeffrey Hopcian	Anand Ramamurthi	Jo Ann Wise
Robert Hughes	Steve Ricanati	

Others Present

Mark Chance	Matthew Lester	Anand Roman
Nicole Deming	Anna Miller	Usha Stiefel
Joyce Helton	Tyler Ramschisel	

Chair Announcements

Gary Clark, the Chair of Faculty Council, called the meeting to order at 4:00PM.

Instructions were given to the members for using Zoom e.g. asking a question or making a comment. Dr. Clark stated that Faculty Council meetings will be held via Zoom for at least the April and May meetings.

The Dean's third meeting with the SOM Faculty is scheduled as a Zoom meeting for Thursday, May 28, from 1:00-2:30PM. An email soliciting topics will be sent out shortly. The Faculty Council Steering Committee will review the submissions and pare them down to 2-3 topics for the Dean's consideration, leaving a significant portion of the meeting as an open agenda.

The Faculty Council Steering Committee approved the listing of SOM graduates. The annual reports from the various standing committees will be upcoming in the May and June Faculty Council meetings (oral and written). An e-mail has been sent out from the Nominations & Elections Committee (NEC) to determine which faculty members are interested in serving on committees and endeavor to correlate that interest with the openings of the various committees. Participation in the survey is encouraged. The CAPT will have a number of vacancies this year. Elections are scheduled to be held in May.

Approval of Faculty Council Meeting Minutes from the February 17, 2020 Meeting

A motion was made and seconded to defer approval of the February Faculty Council meeting minutes until the next meeting to allow the suggested edits and corrections to be reviewed. There being no further discussion, a vote was taken. 39 were in favor, 3 were opposed, and 1 abstained. The motion passes.

Steering Committee Report

The Faculty Council Steering Committee held their last meeting on April 6. They approved meeting minutes for the March 2, 2020 and December 4, 2019 meetings. They reviewed the revised proposed bylaws amendments, submitted by the Bylaws Committee, that are on the agenda today. They reviewed and approved several applications submitted for emeritus status. They discussed the time frame for the ad hoc committee on the Professional Code of Conduct, in view of the Covid disruption. The decision to move the time frame for the Committee on Professional Conduct was made by the Faculty Council Steering Committee acting on behalf of Faculty Council. It was decided to amend the time frame to solicit members for the ad hoc committee in September, 2020, with the committee sun setting in July, 2021, after submitting their final report to Faculty Council.

When solicited, there were no comments or questions on the Faculty Council Steering Committee report.

Interprofessional Education, Research and Collaborative Practice (Tyler Reimschisel)

Tyler Reimschisel, Founding Associate Provost for Interprofessional Education, Research and Collaborative Practice, provided an overview of the perspectives, challenges, and opportunities to Faculty Council.

At the turn of the 21st century, the Institute of Medicine published three manuscripts: 2000 -- Patient Safety; a way to improve quality of care in 2001; and in 2003 they provided a roadmap for ways of ensuring that healthcare provided by professionals is of the highest quality. The presentation today focuses on teamwork.

Interprofessional education (IPE) occurs when students or members of two or more professions learn with, from, and about each other with the goal of improving collaboration and the quality of care/health outcomes. Learning from each other improves the collaboration of their team and ultimately the quality of care for patients. There is a long history of interprofessional education here at Case. Grants have been awarded to the university and health professional schools. Most recently, there have been significant changes in physical structures that exist here on campus. The HEC provides a means for interprofessional education with hundreds of students. It is a single building with classrooms for large gatherings of students from multiple professions. IPE is using strength already established at Case to guide what is being done in the future. The university's commitment to interprofessional and interdisciplinary education is demonstrated through experiential learning. Effective teamwork leads to improved quality of service in business, health care, and nonprofits.

The Office of Interprofessional Education, Research and Collaborative Practice sits in the Office of the Provost and not in the health professional schools. It is engaged in interaction across all of the schools, in addition to the college.

Think Big, North Star and the four pathways are acknowledged as pathways to achieve the plan. Having students continue to be engaged, learn to work as a team, and develop as professionals will impact the university and around the Cleveland area.

The purview of the office encompasses all eight schools including the college, multiple affiliates and partners, and major healthcare settings including over 50 community organizations.

The HEC provides a unique opportunity for the schools, and the students from those schools, to learn with and about each other. The most recent edition of the Huddle was distributed this afternoon. It provides a means for learning what is occurring about campus, and focuses on interprofessional education or collaborative practice. The bottom of each Huddle edition has a link to the webpage for any announcements you would like to include.

Pat Thomas established the Interprofessional Student Governance Committee before she left. There is a committee for staff at the HEC so that they also have a venue to share ideas or concerns as the group is staffed in the building.

Interprofessional dialogues consist of one-hour sessions where an invited speaker gives a talk that appeals to faculty, staff and students across the schools. They can be either Zoom or live

and provide small groups the opportunity to discuss that topic and then debrief at the end of the hour. IPE is building community in the building as well as spin-off groups to continue ongoing conversation and identify common interests among faculty and staff across HEC and the university. They do want to continue to work with students who run the student run health clinic, which was interprofessional from the beginning.

The question was asked as to how this translates at the practical level. You educate people to work together, haven't people done that for many years already across disciplines in terms of direct patient healthcare delivery. Core communication across teams can be a factor in why patient safety can be a concern in a modern healthcare setting. We foster an authentic and robust team experience and that team communicates effectively, collaborating in work, and tapping into the expertise in that team. The basis of this is while people are working in teams, it can be ultimately utilized to improve patient outcome.

Dr. Clark stated that there are TeamSTEPS that have been implemented in a number of clinical facilities to facilitate team functioning. The course called Collaborative Practice I is for entry-level health students. There is a lot of content in TeamSTEPS, which focuses on clinical scenarios, and skills that can be used from an administrative standpoint for use in community work. Scenarios may be modified where the curriculum is supplied, and is definitely applicable. Students can start to learn in their first year all things in the TeamSTEPS curriculum. A member noted that this is a real opportunity for basic scientists, and does not necessarily include clinicians. Most of what we do in the 21st century is done in teams.

Some team training is also being done for staff members. It was hoped that conversation would continue on how we can provide the training that teaches effective teamwork and steers the applicant to basic science or other fields. One idea is that many of the students who are doing PhD work are asked to do one course outside of their major research area. One of the things talked about with graduate studies programs is to develop a course on team skills specific to researchers to use in lab settings or other research study. Once past Covid 19, the IPE will be talking to the graduate study program directors; meet with them and graduate students and determine what they are experiencing in doing teamwork and what support can we provide in curriculum offering.

Dr. Clark stated that Faculty Council looks forward to hearing further information on how this process proceeds. Any questions, or request for assistance, should be directed to Dr. Reimschisel.

Bylaws Presentation (Darin Croft)

Dr. Croft stated that he would be focusing today on Article 5, Appointments, Promotion, Tenure. The most effective way to approach this review is to go through the Word document with the tracked changes and vote to approve the individual sections.

How appointments should be classified – Article 5.1 -- Classification of Appointments. How does the university define full time and part time faculty? A member asked if the first 50% is compensation and the next 50% is academic activity? If based at a clinical affiliate, compensation and fringe benefits may not be through the university and they may mean different things. Nicole Deming clarified that effort was first and then compensation. The question is that many people at clinical affiliates received less than 50% of compensation at Case but were considered full time at the affiliate where the academic activity takes place. The intent is that the first part with eligibility of appointment is based on academic effort, as a full time employee at

the affiliate or at Case. The description of what you do for your research, service and teaching makes you eligible as full time faculty. Compensation is focused on eligibility of fringe benefits through Case.

A motion was made and seconded to approve the reorganization of Article 5.1 with the part time sentence moving before 50% compensation -- switching the order. There being no further discussion, a vote was taken. 41 were in favor, 0 were opposed, and 1 abstained. The motion passes.

Article 5.2 -- no suggestions for Terms of Appointment. Article 5.3. -- Academic Freedom -- correction of citation originally in Article 4.2. Article 5.4 -- Tenure -- When awarded, academic tenure rests "at the constituent faculty level" was deleted and inserted "rests in the School of Medicine rather than at the departmental level. For joint appointments, if tenure is granted across two or more schools, tenure will reside in each school (as per Faculty Handbook, Chapter 3, Article I, Section E)."

Article 5.4 -- Tenure, added citation.

A member stated that she had heard rumors that with the Covid 19 crisis, and challenges with finances at the university, that there is some talk that chairs may get rid of tenured faculty (not contributing in a significant manner). When asked, the Dean felt that this protects them. It outlines three ways to terminate a tenured faculty member. The concern was raised that with finances the way they currently are, the university may start to get rid of NTT faculty and then go to tenured faculty to maintain some fiscal level of health.

Dean Davis clarified that on all the calls that took place talking about issues in the university, no one heard about termination of faculty. While there are a lot of issues in terms of the financial hit the university has taken in Covid 19 e.g. had to return unused portion of dorm fees, time and a half to hourly workers deemed essential and working on campus, and extra allocation to some of those people regarding health benefits, she has not heard that anyone is terminating faculty. We are going to wait and see what enrollment looks like. If we need additional faculty to teach, we would be hiring staff. We will look at it and see what drives the revenue. You may proceed if you have staff that you need to hire that would be on a research grant and if all externally funded. We are really trying to have some fiscal responsibility and keep the university running, but heard nothing about laying off faculty.

Dr. Croft continued with his presentation and discussed what happens when a department closes. Faculty are tenured at the school level rather than the department. If the department goes away, tenure remains. The School would find a department for the faculty member.

In addition, use of constituent faculty, not replaced in this case, accounts for faculty with joint appointments so if, for example, Biomedical Engineering where they have joint appointments, it might not be the SOM, it might be the School of Engineering in that case. The Bylaws Committee kept constituent faculty because it stood out as something different.

A motion was made and seconded to accept the changes made in Articles 5.3 and 5.4. There being no further discussion, a vote was taken. 40 were in favor, 0 were opposed, and 1 abstained. The motion passes.

Article 5.5 Pretenure Period – The Dean stated that although the extension is automatic for birth or adoption of a child, faculty members should not assume that we are aware that it has happened. We should be informed as soon after the event as possible to allow chairs to plan, etc. Please make sure that written notification comes in for the birth of a child. Notification, documented in writing, goes to the Provost Office right now; we are asking for it to go to the Faculty Affairs & HR Office first. That is the Provost’s requirement. There is no limit for your pretenure extension for the number of children.

The Faculty Handbook outlines the requirements for giving notice of non-renewal to a faculty member. As part of the non-renewal process, the faculty member may request the reason that they are being given the notice of non-renewal, which would then be provided to them in writing. The process of notice of non-renewal will come from someone from the Faculty Affairs & HR Office, the chair of the department, and the faculty member. Length of service impacts the timing of the non-renewal notice.

The Faculty Handbook addresses the issue of appointments after tenure review and outlines the process. Faculty who mainly have full time clinical activities are not in the tenure track.

A motion was made and seconded to approve Article 5.5 -- The Pretenure Period as revised. There being no further discussion, a vote was taken. 38 were in favor, 0 were opposed, and 2 abstained. The motion passes.

The chair asked that the Faculty Senate update by Cindy Kubu be given at this time and they would address Article 5.7 -- Tenure Salary Guarantee later in the meeting.

Faculty Senate Update (Cyndi Kubu)

The updates fall under two headings – non-pandemic related and pandemic related. Centralizing Marketing may have a potential impact on what is going on in the SOM; it is thought that centralized marketing can be a risk. Some outward facing websites are not ADA. It is, however, essentially a done deal with Marketing.

Pandemic related, the Faculty Senate and Senate ExCom meeting will continue to meet remotely. The Faculty Senate Committee on Undergrad Education was very proactive and good for Case’s profile in terms of standardized testing options. There are a number of schools who have gone to the Faculty Senate and ExCom in terms of changing the grading policy to pass or no pass. The SOM did something similar but did not see that go through the Senate or Senate ExCom.

There is a proposed amendment to the Faculty Handbook in terms of extraordinary circumstances. The Provost may grant a one-year extension of the pretenure period for relevant faculty.

Bylaws Presentation (Darin Croft) (continued)

Article 5.7 -- Tenure Guarantee. This article only deals with salary; tenure is discussed in Article 5.4. If there is faculty interest in further modifying this text (and Article 5.8), the Bylaws Committee recommends that Faculty Council create an ad hoc committee to explore the salary issue in depth and propose modifications. The Bylaws Committee could not reach a consensus on a course of action.

The comment was made that the most important issue here, not in the handbook, is the faculty’s opportunity to formulate a committee so we can come up with a discussion that bridges Dean Davis’ term as Dean and bridges it to Stan Gerson’s term as Interim Dean.

A motion was made and seconded to have the Faculty Council convene an ad hoc committee to explore the language that is in Article 5.7 – Tenure Guarantee. Discussion continued. A point of order was made. Did Dr. Croft and the committee confirm the fact that we are allowed to entertain a paragraph that links tenure and salary based on overarching university bylaws. The question of linking tenure and salary might be moot if the overarching university bylaws or guidelines forbids such a link. The university is certainly involved here. Dr. Croft was not sure that we could dictate to the university. It would have to go up higher to be incorporated into the Faculty Handbook. The Bylaws Committee suggested that outcome could result from this. The comment was made that it does not sound like the Bylaws Committee made a recommendation for change. Discussion hinged on what is the purview of the Bylaws Committee and to further clarify the language. There are important issues here that the committee wanted to highlight in justification. They are not ignoring these issues, but it should be another committee that focuses on this.

Dr. Clark stated that with respect to the relationship between the medical school and the university, this is one of the most critical discussions, and not best served at the end of a meeting. He suggested that the members vote on the motion that is on the floor and continue this discussion at the May meeting. This requires considerable research and a lot of input from other people.

A comment was made that when you look at clinical science departments, how is it determined who is the employer and who is responsible for that salary. Faculty working at Cleveland Clinic are not tenure eligible. Who is footing the bill for that? Isn't our salary currently divided between a base salary and an incentive portion so the way this sentence is worded it seems that some other kind of base salary is being implied? Dr. Croft thought that was true and that it was open to interpretation and should be clarified. It is best to bring it forth at the next meeting and be ready to discuss it. A quick discussion of this topic will not be helpful.

At UH and MHMC, we may make tenured appointments, but they have 100% of the financial responsibility. This is quite positive and aspirational bylaws language that is not really reflected in the handbook of the university.

The chair stated that at that point Faculty Council no longer has a quorum so a vote cannot take place. It was asked that the motion be restated in order to bring it up at the May Faculty Council meeting. The motion was to have the Faculty Council convene an ad hoc committee to explore the language that is in Article 5.7 – Tenure Guarantee. The motion has been documented and will be placed on the agenda for the May meeting.

There being no further business to address, the meeting was adjourned at 5:47PM.

Respectfully submitted,

Joyce Helton

Faculty Council Meeting
Draft Meeting Minutes
Monday, February 17, 2020
4:00-5:30PM – BRB 105

4:00-4:10PM	Welcome and Chair Announcements	Gary Clark
4:10-4:15PM	Approval of Faculty Council Meeting Minutes from the January 27, 2020 Meeting (with proposed edits)	Gary Clark
4:15-4:35PM	Update on the Office of Equity	Darnell Parker
4:35-4:55PM	Faculty Senate Executive Committee Report	Cynthia Kubu
4:55-5:25PM	Professional Code of Conduct Presentation	Cynthia Kubu
5:25-5:30PM	New Business	Gary Clark
5:30PM	Adjourn	

Members Present

Corinne Bazella	Beata Jastrzebska	Satya Sahoo
Cathleen Carlin	David Katz	Ashleigh Schaffer
Shu Chen	Allyson Kozak	Hemalatha Senthilkumar
Gary Clark	Varun Kshetry	Daniel Sweeney
Darin Croft	Cynthia Kubu	Patricia Taylor
Piet de Boer	Suet Kam Lam	Carlos Trombetta
Pamela Davis	Maria Cecilia Lansang	Heather Vallier
Philipp Dines	Charles Malemud	Allison Vidimos
Todd Emch	Maureen McEnery	Susan Wang
Thomas Gerken	Anna Miller	Nicole Ward
Monica Gerrek	Vincent Monnier	Jo Ann Wise
Anna Maria Hibbs	George Ochenjele	Richard Zigmond
Darrell Hulisz	Anand Ramamurthi	

Members Absent

Robert Bonomo	Jeffrey Hopcian	Vicki Noble
Matthias Buck	Alex Huang	Clifford Packer
Sudha Chakrapani	Robert Hughes	Nimitt Patel
Jae-Sung Cho	Ankur Kalra	Steve Ricanati
Travis Cleland	Laura Kreiner	Ben Roitberg
Brian D'Anza	Vinod Labhasetwar	Barbara Snyder

Members Absent (cont.)

Jennifer Dorth

Peter MacFarlane

Krystal Tomei

William Dupps

Jennifer McBride

Satish Viswanath

Judith French

Ameya Nayate

Jamie Wood

Amy Hise

Others Present

Alicia Aguilar

Nicole Deming

Matthew Lester

Mark Chance

Joyce Helton

Anna Miller

Chair Announcements

Gary Clark, Chair of Faculty Council, called the meeting to order at 4:00PM. He reminded the members of an e-mail that they had recently received from the Office of Interprofessional Education, Research and Collaborative Practice at Case Western Reserve University announcing that they are hosting a retreat on Tuesday, March 3, 2020, from 8:00AM-5:00PM in the Samson Pavilion at the HEC. All should consider attending this event.

Eleven individuals have submitted their statements of interest for four faculty slots on the Faculty Senate. The NEC is in the process of ratifying the ballot.

Approval of the January 27 Faculty Council meeting minutes will be deferred until later on in the meeting as we do not have a quorum at this time.

Faculty Senate Executive Committee Report (Cynthia Kubu)

Dr. Kubu stated that it was a privilege to serve as a SOM representative of the Faculty Senate Executive Committee. If any of the council members have questions or concerns they should feel free to reach out to her and the other senators. The broad topics that will be covered today are: safety, teaching, benefits, new initiatives, and Think Big.

The administration is committed to safety and there has been considerable discussion on this topic. While the perception has been that crime has increased, it has, in fact, remained the same. There have been, however, an increase in sending out alerts. The safety data for the past three years is available online for anyone to review. Other safety measures in place are the Rave Guardian smart phone app, an increase in Safe Ride vehicles, more than a thousand security cameras on campus, an available escort service, and plain clothes officers who patrol the campus. When tasked with how best to address faculty concerns regarding safety, the Senate looked at the expertise within faculty across the university to come up with the best practices to help develop policies and resources.

Under the topic of teaching, the Committee on Undergraduate Education and the General Education Requirement Task Force report came out in November and addressed course evaluations and bias, online courses, and tuition allocation for interdisciplinary courses. The allocation of tuition for interdisciplinary courses (who gets tuition money and how it is distributed equitably between departments) was a topic of discussion.

1 The Music School Settlement and CWRU have come to an agreement whereby the Music School
2 Settlement will provide a \$1,000 subsidy for childcare at either location. Paid parental leave
3 (includes adoption, foster care, and birth of children) has been extended to eight weeks for all
4 post-doctoral students and staff beginning July 1, 2020. The cost is covered by the host
5 department, not by grants.

7 The idea of a Space and Classroom Utilization Committee was raised as something that may be
8 very relevant to faculty, and a study consultant will be looking into this. The university is also
9 looking into several other committees that will be coming down the pike. The General Counsel
10 is soliciting faculty input and participation regarding a policy for wheeled transportation
11 (scooters, bicycles) on campus.

13 The Think Big initiative acknowledges that Case Western Reserve University is a high-impact
14 research university that aspires to be a community where humanity, science and technology meet
15 to create a just and thriving world. They hope to achieve these goals by following four
16 pathways: 1) ignite interdisciplinarity, 2) integrate humanity and technology, 3) achieve social
17 impact, and 4) shape the Agora.

19 There is funding associated with the Think Big initiative. The deadline for the RFP was January
20 31, 2020. Think Big provides an opportunity to leverage and to note the strength we have to
21 pursue some of these funding opportunities. An agora would be a safe, welcome environment
22 and space to have and discuss ideas.

24 There was a competition earlier and we were informed that the medical school was awarded a
25 total of \$650,000 dollars from our submission. These funds would support two recruitments in
26 the medical school, two graduate programs, and an add-on to the prep program for under-
27 represented minorities. This would provide them assistance for getting into grad school and
28 hopefully to persuade more of them to stay here as opposed to going somewhere else.

30 The total funds available for each year are \$7.5 million, for a 5 year period. It is not clear how
31 much was distributed in the last go round; the relevant people are being notified first. It was
32 emphasized, that while this year's RFP deadline has passed (January 31, 2020), these are annual
33 competitions, and afford us a tremendous opportunity.

35 The idea of job fairs has been repeatedly brought to the Senate floor. They are a great
36 opportunity (interdisciplinary across schools) to obtain seed money. Faculty Senators present at
37 the Faculty Council meeting were asked to raise their hands so their colleagues could know who
38 their Senate representatives are.

40 Dr. Clark informed Faculty Council that we now have a quorum.

42 **Proposal for an Ad Hoc Committee to Study Professional Codes of Conduct**

43 The sense is that there are gaps in how unprofessional inappropriate behavior is dealt with on an
44 inter-faculty level. A draft charge has been created for the ad hoc Committee to Study
45 Professional Codes of Conduct with suggestions as to how this might be addressed.

47 Discussion of the professional codes of conduct came up last spring and the Dean addressed it in
48 her May or June meeting with faculty. An ad hoc committee to study professional codes of
49 conduct was approved by Faculty Council. The draft charge states that this committee will study
50 professional codes of conduct at other institutions, and use this information to develop a

1 proposed Professional Code of Conduct for the SOM's consideration. It could include the
2 formation of a permanent SOM Committee, if deemed appropriate, and would present best
3 practices for resolving professional concerns between faculty members, look at mechanisms that
4 will ensure that we are all the best that we can be.

5
6 There are several types of professionalism. Medical professionalism is based on a covenant of
7 trust, a contract clinicians have with patients and society; professional organizations;
8 professionalism in science/research (Nuremburg Code; Declaration of Helsinki, Belmont Report,
9 The Common Rule); and research integrity – a pattern of behavior identified with scientific
10 integrity (honesty, excellence in thinking and doing, collegiality, mentorship, COI, scientific
11 malfeasance and misconduct).

12
13 Some common elements indicated that there is significant cost associated with unprofessional
14 behavior (loss of patients, low staff morale and turnover, medical errors and adverse outcomes;
15 malpractice suits). Escalating unprofessional behavior by an individual has been shown to have
16 a contagion effect. It stresses the system and creates an environment not pleasant for
17 some.

18
19 The CWRU Code of Conduct states that “The mission of Case Western Reserve University is to
20 improve and enrich people's lives through research that capitalizes on the power of
21 collaboration, and education that dramatically engages students. This goal is realized through:
22 scholarship and creative endeavors that draw on all forms of inquiry; learning that is active,
23 creative and continuous; and promotion of an inclusive culture of global citizenship.”

24
25 While it touches on aspects of professionalism, it does not embody the core features contained in
26 a professional code of conduct.

27
28 If there is a conflict between a faculty member and administration (hierarchal) then they proceed
29 to a grievance procedure. If intercollegial, the process is that they first consult with colleagues,
30 their department chair, and then go to the Conciliation Officer (Jonathan Hinton). The
31 Conciliation Office is able to mediate with both parties, who are willing to meet, without
32 escalating further. The problem occurs when both parties are not willing to meet and discuss,
33 then they are stuck. There is a gap in terms of existing CWRU policy.

34
35 This proposal is asking for Faculty Council support the formation of an ad hoc committee to
36 study this problem. Professionalism is the key component. The SOM faculty serve as role
37 models of professionalism to students, trainees, and colleagues. Our behavior should dictate how
38 they should behave. It was suggested that this committee could develop into a permanent SOM
39 Committee, if deemed appropriate.

40
41 The ad hoc committee would be tasked to study professional codes of conduct at other
42 institutions and use this information to develop and make recommendations for a proposed
43 Professional Code of Conduct for the SOM's consideration. The committee would be comprised
44 of senior faculty, who are either elected by the faculty or appointed by the Dean (a mixed
45 committee). There will be one elected and one appointed faculty representative from each home
46 institution (i.e. CWRU main campus VA, UH, MHMC, and CCLCM) for a total of 10 members.
47 Leadership at each home institution shall make recommendations to the Dean for appointments
48 on the committee and faculty, based at each institution, will elect one member.

1 There will be five appointed members and five elected members (two from each institution). If
2 the professional code of conduct is endorsed by faculty, it will require the endorsement of all
3 institutions that employ faculty. The joint model addresses both concerns.

4
5 While committee members do not need to be current Faculty Council members, current or past
6 service on SOM committees will be preferred. The charge was edited based on the feedback
7 received from the Faculty Council Steering Committee (e.g. committee members must be at the
8 rank of associate professor or professor). The ad hoc committee will elect a chair from among its
9 members and inform the Chair of Faculty Council by April 15, 2020.

10
11 The committee shall meet regularly and at least once a month. Members shall solicit input from
12 faculty at their respective home institutions. It is expected that the committee will include ex
13 officio members, in particular from the General Counsel's Office, a representative from the SOM
14 Offices of Faculty and Diversity, and leadership, who will be expected to help enforce any
15 recommendations and to help inform the work early in the process and to review the final
16 recommendations. The Committee will provide a report, with recommendations, to the Faculty
17 Council Steering Committee during their December 2020 meeting. Upon approval of the
18 Steering Committee, the report will then be placed on the agenda for the December 2020 Faculty
19 Council meeting.

20
21 This committee will sunset in January 2021 following submission of its final report, including
22 comments from Faculty Council representatives.

23
24 When the floor was opened for discussion, a member asked how many times per year, at the
25 SOM, does an incident occur between two faculty members. Dean Davis stated that while she
26 does not have the exact numbers on the total number of interfaculty disputes, she did speculate
27 that there is at least one every 18 months that gets tortured into an agreement. Disputes between
28 faculty members who could not work it out, invariably end with the agreement that somebody in
29 administration should have been able to provide some assistance.

30
31 Some forms of professional misconduct are research misconduct, falsification, plagiarism, or
32 fabrication. It does not come under the research misconduct mechanism. Questions concerning
33 authorship and destruction of samples are forms of unprofessional behavior on the part of some
34 individuals, but there is not a mechanism to adjudicate those in advance. Once the samples are
35 gone, there is no mechanism to get them back. There are, in fact, things going on that should be
36 addressed. With nearly 3,000 full time faculty in SOM, the chances are that someone is doing
37 something wrong. Some of them really fester and think there is no recourse. There are a fair
38 number of expectations of staff in the policies of the university, but nothing comparable for
39 faculty at that level. There is not that much available to guide conduct or point to. There are a
40 number of things that wind up in the grievance process.

41
42 Would like to see more data on what the problem is specifically. Should one collaborator be
43 permitted to destroy samples without the permission of another? Dean

44
45 Each of the affiliate hospitals do have codes of conduct of professionalism. It is critically
46 important that we be the best that we can be and know what we are expected to do.
47 The Faculty Council Steering Committee saw and recommended that it should be sent to the
48 Faculty Senate to see if the text in the handbook was sufficient. There are codes of conduct that
49 determine professional standing of everyone who has a license. Cleveland Clinic has their own
50 code of conduct through their Legal Office of Compliance.

1
2 We have the opportunity to provide people a mechanism to discuss their grievances in
3 confidence (including the students who have less access to grievances and do not know where to
4 go, other faculty and post docs). It is not sufficient to state that is just how that person is and
5 accept bad behavior.

6
7 It was noted that the charge is extremely well thought out, supported by the comments from
8 Dean Davis, and puts forth a very well spelled out plan to form a committee stating the
9 composition, objectives, data gathering data, comparing colleagues at other institutions,
10 determining our needs, time involved (monthly meetings), expectations of the committee, and a
11 sunset date. This committee will set guidelines to address other issues of conflict among
12 colleagues and general unprofessionalism, to prevent escalation to the level of legal lawsuits or
13 grievances, by dealing with colleagues and peers in a fair manner.

14
15 It was stated that the Faculty Handbook already covers all of these issues. Before starting a new
16 ad hoc committee and wasting a lot of time, it could prove helpful to look at what is already
17 there. Dr. Kubu reminded the members that the ad hoc committee may discover that what we
18 already have is great, but there still exists an intercollegial conflict gap. That point was
19 supported at the Faculty Council Steering Committee meeting.

20
21 A motion was made and seconded to approve the proposed proposal for creation of an ad hoc
22 committee. When the floor was opened for discussion, it was stated that this particular proposal
23 had been considered by the Faculty Senate and it was decided and determined that while we do
24 have a Faculty Handbook, Faculty Council can take it upon itself to look at it. There is a need to
25 look at the different institutions coming together, and believe that this is an opportunity. Why
26 not pursue anything that can improve intercollegiality between faculty. It was noted that
27 students have seen the faculty conflict and unprofessionalism, and would hope it would be
28 addressed.

29
30 A motion was made and seconded to approve the ad hoc committee top study professional codes
31 of conduct as described and come back with recommendations. There being no further
32 discussion, a vote was taken. 23 were in favor, 8 were opposed, and 3 abstained. The motion
33 passes.

34 35 **Approval of Minutes from the January 27 Faculty Council Meeting**

36 Several edits were suggested and made to the January 27 meeting minutes. A motion was then
37 made and seconded to approve the January 27 Faculty Council meeting minutes as edited. There
38 being no further discussion, a vote was taken. 28 were in favor, 2 were opposed, and 2 abstained.
39 The motion passes.

40
41 There being no new or further business to be addressed, a motion was made and seconded to
42 adjourn the meeting. All were in favor, no one opposed, and no one abstained. The motion
43 passes.

44
45 The meeting was adjourned at 5:06PM.

46
47 Respectfully submitted,

48
49 Joyce Helton
50

Office for Interprofessional Education, Research and Collaborative Practice

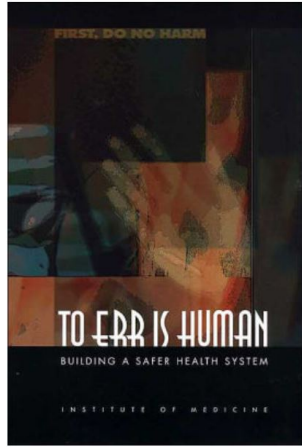
SOM Faculty Council

Tyler Reimschisel, MD, MHPE
Founding Associate Provost
tyler.reimschisel@case.edu

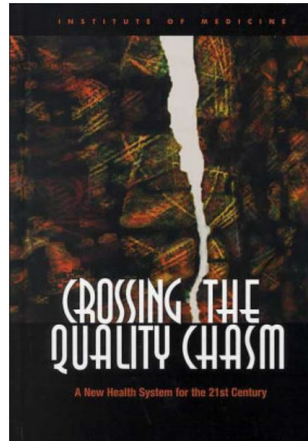
April 20, 2020



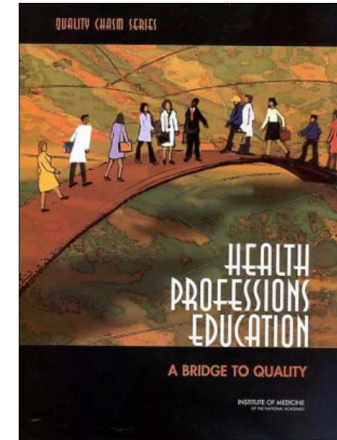
Institute of Medicine Quality Chasm Series



2000:
Patient safety¹

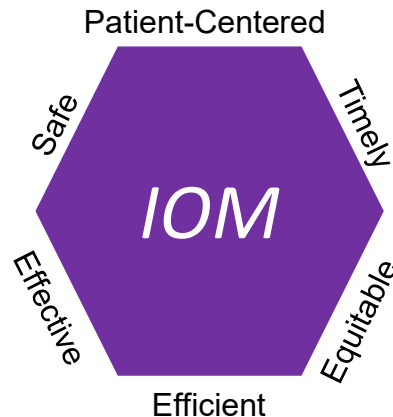


2001:
Quality Improvement and Aims²



2003:
HPE and Core Competencies³

- Patient-centered
- Evidence-based practice
- Utilize informatics
- Continuous quality improvement
- **Teamwork**



¹Institute of Medicine. *To Err Is Human: Building a Safer Health System*. Washington, DC: The National Academies Press, 2000.

²Institute of Medicine. *Crossing the Quality Chasms: A New Health System for the 21st Century*. Washington, DC: The National Academies Press, 2001.

³Institute of Medicine. *Health Professions Education: A Bridge to Quality*. Washington, DC: The National Academies Press, 2003.

Definition of Interprofessional Education (IPE)

The Centre for Advancement of Interprofessional Education offers that IPE:

“occurs when students or members of two or more professions learn with, from, and about each other to improve collaboration and the quality of care/health outcomes.”

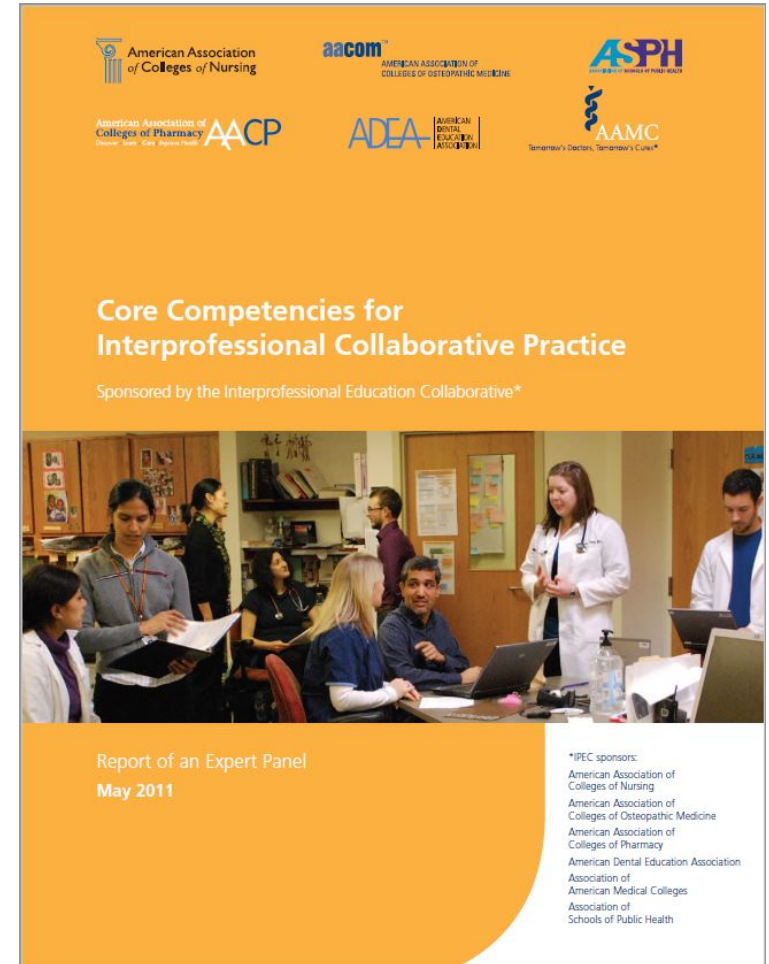
Barr H, Low H, Gray R.
Introducing Interprofessional Education.
CAIPE 1997, revised 2013.

IPEC Core Competencies (2011)¹

- Values/Ethics for interprofessional practice
- Roles/Responsibilities
- Interprofessional communication
- Teams and teamwork

2016 Revision²

- Competencies within single domain of Interprofessional Collaboration
- Broaden to better achieve Triple Aim, especially population health.



¹Interprofessional Education Collaborative Expert Panel. *Core competencies for interprofessional collaborative practice: Report of an expert panel*. Washington, D.C.: Interprofessional Education Collaborative, 2011.

²Interprofessional Education Collaborative.. *Core competencies for interprofessional collaborative practice: 2016 update*. Washington, DC: Interprofessional Education Collaborative, 2016.

Selected History of IPE at CWRU



2009 - 2014

- Relationships
- Early grants
- Macy grant for ILEAD to support SRFC
- VA QSP (2000)

2014 - 2018

- '15 Retreat
- '16 Macy Grant to support ILEAP
- '17 Steering committee
- Late '17 President Snyder

2018 - 2019

- Institutional support
- Time block
- Team skills curriculum & assessment
- Vision
- Competencies

IPE at the HEC

- Longitudinal curriculum
- Coordinated assessment
- Culture
- Faculty development
- Associate Provost for IPE

Office of Interprofessional Education, Research and Collaborative Practice

- Demonstrates university's commitment to interprofessional and interdisciplinary education through experiential learning.
- Effective teamwork leads to improved quality of service in business, health care, and nonprofits.



Alignment of Office with CWRU *Think Big* Strategic Plan

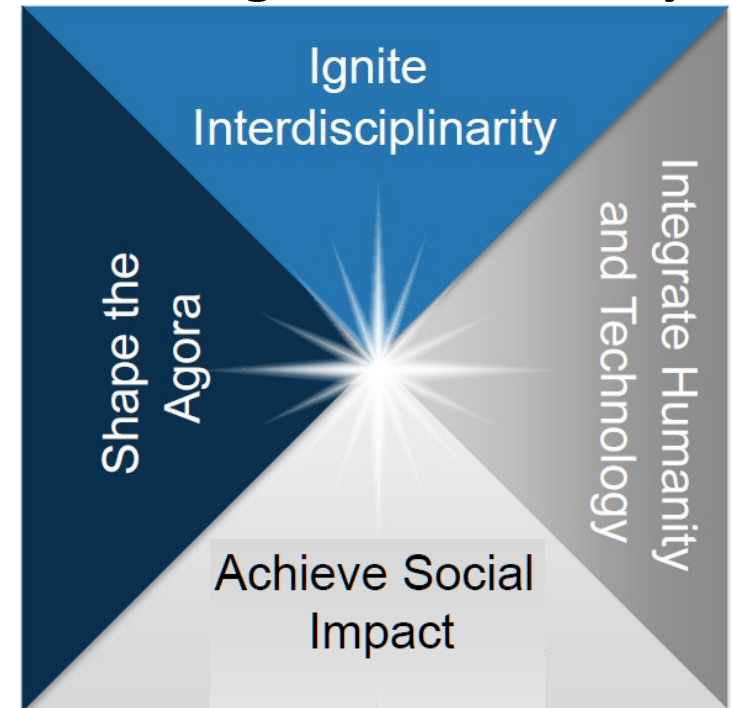
Vision for Office of IPERCP

All individuals at Case Western Reserve University and its affiliate partners are equipped to be effective team members in collaborative practice

CWRU *Think Big* Strategic Plan North Star



CWRU *Think Big* Strategic Plan Pathways



Purview of the Office

8 CWRU Schools and College

1. Dental Medicine
2. Medicine
3. Nursing
4. Social Sciences
5. Engineering
6. Law
7. Management
8. Arts and Sciences

> 50 Affiliates and Partners

1. > 50 community organizations
2. Cleveland Clinic
3. MetroHealth
4. University Hospitals
5. VA Northeast Ohio Healthcare System
6. Philanthropic partners



Health Education Campus: Collaboration by Design

- Enables future health care professionals to learn with, from and about each other.
- Supports learning of students from multiple professions
- Students learn and experience a **team-based approach** to health care.
 - Linked to **improved collaboration, quality of care and patient satisfaction.**



Noncurricular IP Activities

- *The Huddle* (newsletter)
- Interprofessional Student Governance Committee
- Interprofessional faculty & staff committees
- Interprofessional Dialogues
- Others?

Interdisciplinarity Series

Collaborative Practice I	Collaborative Practice II	Collaborative Practice III	Team-based Projects
Entry-level health professions students	Advanced health professions students	Faculty, staff, clinicians, businesses, and nonprofits	Undergraduate and graduate students
Community-based interprofessional team projects	Clinically-based interprofessional team projects	Continuing interprofessional development for established teams	Interdisciplinary team projects

ARTICLE 5 – FACULTY APPOINTMENTS, PROMOTION, AND GRANTING OF TENURE

5.1: Classification of Appointments

An appointment shall be classified as initial, renewal, or continuing (for appointments with tenure or for appointments past the first year of several year terms) and as regular or special (as defined in the Faculty Handbook Chapter 3, Article I). Eligibility for appointment or reappointment to the full-time faculty is subject to approval by the dean and requires that (1) 50% or more time be devoted to approved academic activities and (2) the academic activities must be conducted at an approved site. If 50% or more of compensation is paid through the university, the full-time faculty member is eligible for fringe benefits. Part-time faculty are those who devote less than 50% of time to approved academic activities at an approved site. See also Article 2.1 Membership of the Faculty of Medicine.

An appointment shall be classified by academic title (instructor, senior instructor, assistant professor, associate professor, professor) and whether the appointment is (a) with tenure, (b) without tenure but leading to tenure consideration (tenure-track), (c) without tenure and not leading to tenure consideration (non-tenure track); or (d) special, which will include the prefix adjunct, clinical, visiting, or emeritus. If the appointment leads to consideration for tenure, the appointment letter shall specify clearly the academic year in which this consideration will become mandatory. With regard to special faculty appointments, adjunct appointments usually refer to part-time faculty members devoting their time to research and/or teaching in the basic science departments. Clinical appointments usually refer to faculty members devoting their time to patient care and teaching. Visiting faculty appointments are issued for specified terms of one year or less than one year and can be full- or part-time. Special faculty are not eligible for tenure.

The dean of the School of Medicine and the provost of the university must approve available tenured or tenure track slots. The School of Medicine is exempt from the Faculty Handbook ruling that the majority of the members of each constituent faculty must be tenured or on the tenure track (Chapter 2, Article I, Sec. D, p. 15), as approved by the University Faculty Senate and the provost (January, 2004).

If the appointment applies to more than one constituent faculty, or department, or to an administrative office as well as an academic unit, the appointment may be identified either (1) as a primary-secondary appointment or (2) as a joint appointment. For a primary-secondary appointment arrangement, one constituent faculty or department shall be identified as the primary appointment and the other as secondary. Responsibility for the initiation of consideration of re-appointment, promotion, award of tenure, or termination shall rest with the primary unit. Faculty with joint appointments have full rights as a faculty member in both

Commented [A1]: Paragraph approved by Bylaws Committee 6-0 on 2020-03-03

Deleted: .¶

. An appointment shall be classified

Deleted: full-time

Deleted: part time

Commented [A3]: Rationale: clarification

Approved by Bylaws Committee 5-0 on 2018-11-16

constituent faculties or departments. The notice of appointment shall be issued jointly by the two constituent faculties or departments. Consideration of appointment, reappointment, promotion, and/or tenure for joint appointment arrangements shall be as described in the Faculty Handbook sections pertaining to such appointments (Chapter 3, Article I, Section B, 6).

Commented [A4]: Rationale: citation

Approved by Bylaws Committee 5-0 on 2018-11-16

5.2: Terms of Appointment

Appointments with tenure shall be of unlimited duration until retirement, subject only to termination for just cause (see below). Tenure-track appointments shall normally be made for a term of one to five years and may be renewed until the end of the pre-tenure period. Non-tenure track appointments are renewable and shall normally be made for a term of one to five years. Special appointments shall be made for terms of one year or less.

5.3: Academic Freedom

Academic freedom is a right of all members of the Faculty of Medicine, and applies to university activities, including teaching and research (Faculty Handbook, Chapter 3, Article I, Section D). Specifically, each faculty member may consider in his or her classes any topic relevant to the subject matter of the course as defined by the appropriate educational unit. Each faculty member is entitled to full freedom of scholarly investigation and publication of his or her findings.

Commented [A5]: Rationale: Moved from Section 4.2 and corrects citation.

Approved by Bylaws Committee 5-0 on 2018-10-08

5.4: Tenure

The basic purpose of tenure is to provide the assurance of academic freedom throughout the university. Another important purpose of tenure is to attract and retain outstanding faculty through continued commitment of the university to these faculty members. Tenured faculty members are protected explicitly against dismissal or disciplinary action because their views are unpopular or contrary to the views of others. Non-tenure-eligible colleagues shall derive protection by general extension of these principles of academic freedom.

When awarded, academic tenure rests in the School of Medicine rather than at the departmental level. For joint appointments, if tenure is granted across two or more schools, tenure will reside in each school (as per Faculty Handbook, Chapter 3, Article I, Section E).

Deleted: at the constituent faculty level

Commented [A6]: Rationale: clarification.

Approved by Bylaws Committee 5-0 on 2018-12-13

Commented [A7]: Approved 2020-01-24, 5-0

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The award of academic tenure to a faculty member is a career commitment that grants that faculty member the right to retain his or her appointment without term until retirement. The appointment of a tenured faculty member may be terminated only for just cause. In the event that a tenured faculty member's school, department or other unit of the university in which the faculty member's appointment rests is closed or reduced in size, the university shall make all

reasonable attempts to provide a tenured faculty member with an appointment of unlimited duration until retirement (as per Faculty Handbook, Chapter 3, Article I, Section E).

Examples of just cause for the termination of any faculty member (tenured, tenure track, non-tenure eligible, or special) include (a) grave misconduct or serious neglect of academic or professional responsibilities as defined through a fair hearing; (b) educational considerations which lead to the closing of the department in which the faculty member has a primary appointment, as determined by a majority vote of the entire constituent faculty of the affected individual; and (c) financial exigent circumstances that force the university to reduce the size of a constituent faculty in which the faculty member has a primary appointment. See also Faculty Handbook, Chapter 3, Article IV.

A tenured faculty member may be terminated for financial exigent circumstances only after all faculty members who are not tenured in the School of Medicine have been terminated in the order determined by the dean of the School of Medicine in consultation with the department chairs, the Faculty Council and other faculty members.

5.5: The Pretenure Period

The pretenure period in the School of Medicine is nine years. Each faculty member whose appointment leads to tenure consideration shall be considered for tenure no later than in the ninth year after the date of initial appointment at the rank of assistant professor or higher.

A faculty member in the tenure track may request extensions to the pretenure period. Upon written notification by the care-giving parent or parents within one year after each live birth or after each adoption, an extension of one year of the pretenure period shall be granted by the provost. An extension of up to three years may be requested: (1) by exceptionally worthy candidates in the event of unusual constraints in the university, or part or parts thereof, which would prevent tenure award at the end of the normal period; or (2) for the purpose of compensating special earlier circumstances disadvantageous to a candidate's tenure consideration (such as serious illness, family emergency, maternity, responsibility as primary care-giver, or extraordinary teaching or administrative assignments). Extensions should be requested in writing as soon after the occurrence of the relevant circumstances as practicable, ordinarily not later than one year prior to the normally scheduled expiration of the pretenure period. Extensions requested under these circumstances require request by the faculty member, review and a recommendation by the department's committee on appointments, promotions, and tenure, the department chair, and the dean, and approval by the provost. Pretenure extensions may not be used to defer tenure consideration of a faculty member more than three years beyond the normal pretenure period except for extensions made to primary care-giving parents, as described above. See Also Faculty Handbook, Chapter 3, Article I, Section G.

Commented [A8]: Rationale: citation.

Approved by Bylaws Committee 5-0 on 2018-12-13

Commented [A9]: Paragraph approved by Bylaws Committee 5-0 on 2018-12-13.

Deleted: academic unit of the university or a part thereof

Commented [A10]: Language from FH. Accounts for faculty with joint appointments.

Commented [A11]: Moved from above.

Commented [A12]: Rationale: clarification.

Approved by Bylaws Committee 5-0 on 2018-12-13

Deleted: that constituent faculty

Commented [A13]: Paragraph approved by Bylaws Committee 4-0 on 2018-12-13.

Commented [A14]: Copied from Faculty Handbook, p. 39, referenced at end of paragraph. Content was reordered to match FH.

Commented [A15]: Approved by Bylaws Committee 5-0 on 2019-10-04

Deleted: The

Deleted: s

Deleted: requested

Deleted: requested

Commented [A16]: Matches Faculty Handbook language.

Deleted: ; or (3) upon written request by the faculty member within one year after each live birth or after each adoption, an extension of up to one year shall be granted by the provost to any faculty member who will be the primary care giving parent.

Commented [A17]: Rationale: To provide record of request.

Deleted: (1) or (2) above

Deleted: under (3) above

The number, nature, and duration of pretenure period extensions made to an individual faculty member's pretenure period shall not be considered by the CAPT when reviewing that faculty member for award of tenure or promotion.

Commented [A18]: Moved from below subsequent paragraph.

Approved by Bylaws Committee 4-0 on 2018-12-13.

Moved (insertion) [1]

For faculty members whose tenure consideration has not produced tenure award during the pretenure period, further appointment is normally restricted to one year. In exceptional cases, individuals who failed to receive tenure may be appointed in the non-tenure eligible track on recommendation of the department Committee on Appointments, Promotions, and Tenure, the department chair, the Committee on Appointments, Promotions and Tenure of the School of Medicine, the dean of the School of Medicine, and the approval of the provost. Such appointments are contingent upon full financial support from non-university sources.

Moved up [1]: The number, nature, and duration of pretenure period extensions made to an individual faculty member's pretenure period shall not be considered by the CAPT when reviewing that faculty member for award of tenure or promotion.

5.6: Qualifications for Appointments, Promotions and Granting of Tenure

Qualifications and standards for faculty appointments, reappointments, promotions, and granting of tenure shall be generally as stated in the Faculty Handbook of Case Western Reserve University. Specific qualifications and standards applying to the School of Medicine shall be determined by the Faculty of Medicine and appended to these bylaws. These qualifications and standards shall be reviewed every five years by the Faculty Council. The dean shall make the text of the current qualifications and standards available to all junior and newly appointed faculty members.

5.7: Tenure Salary Guarantee

Award of tenure for faculty of the School of Medicine should be accompanied by a base salary guaranteed by the School of Medicine that will be equal for faculty in the school's basic science and clinical science departments. The amount of the guarantee and its financial support are currently under discussion.

Commented [A19]: Approved by Bylaws Committee 6-0 on 2020-01-24

Deleted: based in

5.8: Rolling Appointments for Non-Tenure Track Professors

Upon nomination by the department chair and with the consent of the dean, faculty members at the rank of professor in the non-tenure track with primary appointments in either a clinical or basic science department will be eligible to receive a rolling appointment contract of up to five years in duration accompanied by a salary guarantee for the period of appointment, equal in amount (but not duration) to that guaranteed to tenured professors. A rolling three-year appointment, for example, is a multiple-year appointment that differs from a multiple-three-year fixed term appointment in that, pending satisfactory performance and financial circumstances as determined by the chair and the dean, the appointment is renewed each year for the following three years. Financial support for rolling contracts is to be provided by the School of Medicine

with the understanding that, prior to making the rolling commitment, the school would have the opportunity to enlist support from the appropriate hospital, clinical practice plan, or other appropriate entity to underwrite the guarantee.

5.9: Consideration of Recommendations for Appointments, Promotions and Granting of Tenure

a. Full-Time Faculty

Appointments and promotions to the ranks of associate professor and professor and the granting of tenure for full-time faculty with primary appointments based in the departments of the School of Medicine (including those faculty in the Department of Biomedical Engineering with appointments principally based in the School of Medicine) are initiated as described in Article 4.2d. The dean shall submit these recommendations to the Committee on Appointments, Promotions and Tenure of the School of Medicine. This committee shall consider the documented evidence relating to each candidate and, following the qualifications and standards set forth in Appendix I to these Bylaws, shall report its affirmative and negative recommendations to the Steering Committee of the Faculty Council. Each recommendation shall also be reported promptly to the academic chair of the candidate's department. The candidate shall be informed by the academic chair of the committee's recommendation. The academic chair or other nominator may appeal a negative recommendation by notifying the chair of the Committee on Appointments, Promotions, and Tenure of the School of Medicine. Appeals may be made in writing or in person. Written documentation of the appeal and the response of the Committee on Appointments, Promotions, and Tenure must be appended to the candidate's file. In the event that the appeal to the Committee on Appointments, Promotions and Tenure is not successful, the academic chair or other nominator or the affected faculty member may bring to the attention of the Steering Committee of the Faculty Council, through a detailed, written submission, any alleged errors in procedure or non-adherence to the current published guidelines for appointments, promotions and tenure. The Steering Committee of The Faculty Council may investigate the allegations to the extent that it deems appropriate, may review all other candidates' files as it deems necessary, and may request the appearance of persons with knowledge of current and prior procedures and policies of the CAPT. A written report of the results of any investigation by the Steering Committee shall be appended to the candidate's file. All files will be forwarded to the dean after the Committee on Appointments, Promotions and Tenure, and, if applicable, the Steering Committee of the Faculty Council have discharged their responsibilities as specified above. The dean shall transmit the file, with added comments if desired, to the president of the university; for informational purposes, the dean will also provide the Dean of the Case School of Engineering with complete copies of the files of candidates in the

Commented [A20]: Approved by Bylaws Committee 5-0 on 2020-01-24

Deleted: The dean shall submit recommendations for appointments and promotions to the ranks of associate professor and professor and the granting of tenure concerning full-time faculty with primary appointments based in the departments of the School of Medicine (including those faculty in the Department of Biomedical Engineering with appointments principally based in the School of Medicine) given him or her by the department chairs or other persons as designated by the dean or initiated by other means as outlined in the Faculty Handbook of Case Western Reserve University, Chapter 3.I.1, to the Committee on Appointments, Promotions and Tenure of the School of Medicine.

Commented [A21]: Rationale: Correction
Approved by Bylaws Committee 5-0 on 2019-10-04

Deleted: Exhibit

Department of Biomedical Engineering with appointments principally based in the School of Medicine.

b. Special Faculty Appointments and Promotions

Special faculty appointments and promotions modified by the prefix adjunct, clinical, or visiting shall be recommended by the department chair and may be granted by the dean. For these clinical and adjunct appointments and promotions at the ranks of assistant professor, associate professor, and professor, the dean shall, prior to reaching a decision, also consider the recommendation of the department's committee on appointments, promotions, and tenure. The dean shall also consider letters of reference concerning the appointment and promotion of faculty to the ranks of clinical and adjunct associate professor and clinical and adjunct professor. For all ranks of clinical and adjunct faculty appointments and promotions in DGMS, the dean shall, prior to reaching a decision, also consider the recommendation of the Division's committee on appointments, promotions, and tenure. This paragraph will govern special faculty appointments and promotions for faculty in the department of biomedical engineering with appointments principally based in the School of Medicine. The dean shall inform the Dean of Case School of Engineering of any such appointments and promotions.

c. Secondary Appointments and Promotions

Secondary appointments at all ranks shall be recommended by the chair of the secondary department, require the concurrence of the primary department chair, and may be made at the discretion of the dean. Secondary appointment promotions shall be recommended by the secondary department chair and may be made at the discretion of the dean. ~~For secondary appointments and promotions at all ranks, the dean shall, prior to reaching a decision, consider the recommendation of the Department's Committee on Appointments, Promotions, and Tenure.~~ This paragraph will govern secondary appointments in the department of biomedical engineering principally based in the School of Medicine and promotions of faculty holding such secondary appointments. The dean shall inform the Dean of Case School of Engineering of any such appointments and promotions.

Commented [A22]: This is consistent with Article 4.2b (DCAPT's) and promotes faculty involvement in the appointment and promotion process for each discipline.

Approved by Bylaws Committee 5-0 on 2020-01-24

Deleted: For secondary appointments and promotions in the DGMS, the dean shall, prior to reaching a decision, also consider the recommendation of the Divisions committee on appointments, promotions, and tenure.

5.10: The Committee on Appointments Promotions and Tenure

a. The Committee on Appointments, Promotions and Tenure shall be a standing committee of the faculty and shall consist of twenty-four full-time faculty members. Eighteen members shall be elected by the full-time faculty and six members shall be appointed by the dean. A representative Dean from faculty affairs shall also be a member of this committee, ex

officio and without vote. Department chairs are not eligible to serve on this committee. Ten of the committee members shall have the rank of tenured professor; ten shall be professors in the non-tenure track; and four shall be tenured associate professors. The elected committee members shall include nine faculty members with primary appointment in clinical science departments and nine with primary appointment in basic science departments; the appointed members shall include four from clinical science departments and two from basic science departments. In each election all reasonable effort will be taken to have the number of nominees be at least twice the number of positions to be filled. Members will be elected or appointed for three-year terms. These terms shall be staggered for the full-time faculty members. Committee members may serve only two consecutive three-year terms but subsequently may be reelected or reappointed after an absence of one year. The quorum for conducting the business of the Committee on Appointments, Promotion and Tenure shall be twelve members present for discussion of which eight must have voting privileges. On recommendations for appointment as or promotion to associate professor, all committee members are eligible to vote; on recommendations for appointment as or promotion to professor, faculty committee members who are tenured professors and non-tenure track professors are eligible to vote; on recommendations to award tenure, tenured committee members are eligible to vote. Committee members may be present for discussion but are not eligible to vote regarding candidates for primary appointment, promotion, or award of tenure in the committee member's own department of primary appointment. The committee will be led by two co-chairs, each of whom shall serve a one-year term, appointed by the chair of Faculty Council in consultation with the dean of the School of Medicine. The co-chairs may be selected from either the elected or appointed members of the committee. The chair of Faculty Council, in consultation with the dean of the School of Medicine, each year shall also appoint two co-chairs elect, to serve the following year as the committee's co-chairs. At each committee meeting, at least one of the co-chairs must be in attendance.

b. The standards for appointment, promotion, and granting of tenure determined by the faculty shall be considered by the committee when evaluating candidates under review.

c. The CAPT shall review and make recommendations concerning all appointments as, or promotions to the ranks of, associate professor or professor and the award of tenure.

Commented [A23]: Approved by Bylaws Committee 4-0 on 2020-01-24

5.11 Sabbatical and Special Sabbatical Leaves

The purpose of and conditions for sabbatical leaves are discussed in the Faculty Handbook, Chapter 3, II A. The conditions are based on the premise that the faculty member requesting a sabbatical leave is tenured. A sabbatical leave may be requested by a faculty member and, based upon all factors including the specific study proposal and subsequent

recommendations by the department chair, the Faculty Council Steering Committee, and the dean, may be granted by the president. In cases of tenure track and non-tenure track or special faculty, special sabbatical leaves may be recommended as well, at the discretion of the dean. However, such leaves may not necessarily incur the obligation of university or School of Medicine financial support. For faculty with tenure track, non-tenure-track and special appointments, the provost shall specify whether the leave period is to be counted as part of the pretenure or pre-promotion period, as the case may be.

Recommendations of the Bylaws Committee

Bylaws of the Faculty of Medicine 5-Year Review

Elected members

Darin Croft, Ph.D. (Dept. of Anatomy), Chair

Piet de Boer, Ph.D. (Dept. of Molecular Biology & Microbiology)

George Dubyak, Ph.D. (Dept. of Physiology & Biophysics)

Irving Hirsch, M.D. (Dept. of Anesthesiology, University Hospitals)

Maureen McEnery, Ph.D. (Dept. of Neurology, University Hospitals)

Jonathan Miller, M.D. (Dept. of Neurological Surgery, University Hospitals)

Ex officio member

Nicole Deming, J.D. (Assistant Dean, Faculty Affairs & Human Resources)

5-Year Review

- Article 1: Purpose
- Article 2: Faculty of Medicine
- Article 3: Faculty Council
- Article 4: Departments & Division of General Medical Sciences

**Approved by
SOM Faculty**

- Article 5: Appointments, Promotions, Tenure

**Today's
proposals**

- Article 6: Amendments

Article 5.1: Classifications of Appointments

- Correction, clarification, simplification, cross-reference

Original:

An appointment shall be classified as initial, renewal, or continuing (for appointments with tenure or for appointments past the first year of several year terms).

An appointment shall be classified as full-time or part time. Eligibility for appointment or reappointment to the full-time faculty is subject to approval by the dean and requires that (1) 50% or more time be devoted to approved academic activities and (2) the academic activities must be conducted at an approved site. If 50% or more of compensation is paid through the university, the full-time faculty member is eligible for fringe benefits.

Proposal:

An appointment shall be classified as initial, renewal, or continuing (for appointments with tenure or for appointments past the first year of several year terms). ~~An appointment shall be classified~~ and as full-time **regular** or part-time **special (as defined in the Faculty Handbook Chapter 3, Article 1)**. Eligibility for appointment or reappointment to the full-time faculty is subject to approval by the dean and requires that (1) 50% or more time be devoted to approved academic activities and (2) the academic activities must be conducted at an approved site. If 50% or more of compensation is paid through the university, the full-time faculty member is eligible for fringe benefits. **Part-time faculty are those who devote less than 50% of time to approved academic activities at an approved site. See also Article 2.1 Membership of the Faculty of Medicine.**

Article 5.1: Classifications of Appointments

• Clarification

Original:

An appointment shall be classified by academic title and whether the appointment is (a) with tenure, (b) without tenure but leading to tenure consideration (tenure-track), (c) without tenure and not leading to tenure consideration (non-tenure track); or (d) special, which will include the prefix adjunct, clinical, visiting, or emeritus.

Proposal:

An appointment shall be classified by academic title (instructor, senior instructor, assistant professor, associate professor, professor) and whether the appointment is (a) with tenure, (b) without tenure but leading to tenure consideration (tenure-track), (c) without tenure and not leading to tenure consideration (non-tenure track); or (d) special, which will include the prefix adjunct, clinical, visiting, or emeritus.

Article 5.1: Classifications of Appointments

- Citation

Original:

Consideration of appointment, reappointment, promotion, and/or tenure for joint appointment arrangements shall be as described in the Faculty Handbook sections pertaining to such appointments.

Proposal:

Consideration of appointment, reappointment, promotion, and/or tenure for joint appointment arrangements shall be as described in the Faculty Handbook sections pertaining to such appointments ([Chapter 3, Article I, Section B, 6](#)).

Article 5.3: Academic Freedom

- Citation (and correction of citation, originally in Article 4.2)

Original:

Academic freedom is a right of all members of the Faculty of Medicine, and applies to university activities, including teaching and research.

Proposal:

Academic freedom is a right of all members of the Faculty of Medicine, and applies to university activities, including teaching and research ([Faculty Handbook, Chapter 3, Article I, Section D](#)).

Article 5.4: Tenure

- Clarification and Citation

Original:

When awarded, academic tenure rests at the constituent faculty level.

Proposal:

When awarded, academic tenure rests ~~at the constituent faculty level~~ in the School of Medicine rather than at the departmental level. For joint appointments, if tenure is granted across two or more schools, tenure will reside in each school (as per Faculty Handbook, Chapter 3, Article I, Section E).

Article 5.4: Tenure

- Citation

Original:

In the event that a tenured faculty member's school, department or other unit of the university in which the faculty member's appointment rests is closed or reduced in size, the university shall make all reasonable attempts to provide a tenured faculty member with an appointment of unlimited duration until retirement.

Proposal:

In the event that a tenured faculty member's school, department or other unit of the university in which the faculty member's appointment rests is closed or reduced in size, the university shall make all reasonable attempts to provide a tenured faculty member with an appointment of unlimited duration until retirement ([as per Faculty Handbook, Chapter 3, Article I, Section E](#)).

Article 5.4: Tenure

Original:

- clarification (from Faculty Handbook), rearrangement, citation

Examples of just cause for the termination of any faculty member (tenured, tenure track, non-tenure eligible, or special) include (a) grave misconduct or serious neglect of academic or professional responsibilities as defined through a fair hearing; (b) educational considerations as determined by a majority vote of the entire constituent faculty of the affected individual which lead to the closing of the academic unit of the university or a part thereof in which the faculty member has a primary appointment; and (c) financial exigent circumstances that force the university to reduce the size of a constituent faculty in which the faculty member has a primary appointment.

Proposal:

Examples of just cause for the termination of any faculty member (tenured, tenure track, non-tenure eligible, or special) include (a) grave misconduct or serious neglect of academic or professional responsibilities as defined through a fair hearing; (b) educational considerations ~~as determined by a majority vote of the entire constituent faculty of the affected individual~~ which lead to the closing of the ~~academic unit of the university or a part thereof~~ **department** in which the faculty member has a primary appointment, **as determined by a majority vote of the entire constituent faculty of the affected individual**; and (c) financial exigent circumstances that force the university to reduce the size of a constituent faculty in which the faculty member has a primary appointment. **See also Faculty Handbook, Chapter 3, Article IV.**

Note: “constituent faculty” accommodates faculty with joint appointments.

Article 5.4: Tenure

• Clarification

Original:

A tenured faculty member may be terminated for financial exigent circumstances only after all faculty members who are not tenured in that constituent faculty have been terminated in the order determined by the dean of the School of Medicine in consultation with the department chairs, the Faculty Council and other faculty members.

Proposal:

A tenured faculty member may be terminated for financial exigent circumstances only after all faculty members who are not tenured in ~~that constituent faculty~~ **the School of Medicine** have been terminated in the order determined by the dean of the School of Medicine in consultation with the department chairs, the Faculty Council and other faculty members.

Article 5.5: The Pretenure Period

Original:

- Clarification (wording from FH), citation, content change

A faculty member in the tenure track may request extensions to the pretenure period. The extensions may be (1) requested by exceptionally worthy candidates in the event of unusual constraints in the university, or part or parts thereof, which would prevent tenure award at the end of the normal period; or (2) requested for the purpose of compensating special earlier circumstances disadvantageous to a candidate's tenure consideration (such as serious illness, family emergency, maternity, or extraordinary teaching or administrative assignments); or (3) upon written request by the faculty member within one year after each live birth or after each adoption, an extension of up to one year shall be granted by the provost to any faculty member who will be the primary care giving parent. Extensions should be requested as soon after the occurrence of the relevant circumstances as practicable, ordinarily not later than one year prior to the normally scheduled expiration of the pretenure period. Extensions requested under (1) or (2) above require request by the faculty member, review and a recommendation by the department's committee on appointments, promotions, and tenure, the department chair, and the dean, and approval by the provost. Pretenure extensions may not be used to defer tenure consideration of a faculty member more than three years beyond the normal pretenure period except for extensions made under (3) above.

Article 5.5: The Pretenure Period

Proposal:

- Clarification (wording from FH), citation, content change

A faculty member in the tenure track may request extensions to the pretenure period. Upon written notification by the care-giving parent or parents within one year after each live birth or after each adoption, an extension of one year of the pretenure period shall be granted by the provost. ~~An~~ The extensions of up to three years may be requested: (1) ~~requested~~ by exceptionally worthy candidates in the event of unusual constraints in the university, or part or parts thereof, which would prevent tenure award at the end of the normal period; or (2) ~~requested~~ for the purpose of compensating special earlier circumstances disadvantageous to a candidate's tenure consideration (such as serious illness, family emergency, maternity, responsibility as primary care-giver, or extraordinary teaching or administrative assignments); or (3) ~~upon written request by the faculty member within one year after each live birth or after each adoption, an extension of up to one year shall be granted by the provost to any faculty member who will be the primary care-giving parent.~~ Extensions should be requested in writing as soon after the occurrence of the relevant circumstances as practicable, ordinarily not later than one year prior to the normally scheduled expiration of the pretenure period. Extensions requested under (1) ~~or (2) above~~ these circumstances require request by the faculty member, review and a recommendation by the department's committee on appointments, promotions, and tenure, the department chair, and the dean, and approval by the provost. Pretenure extensions may not be used to defer tenure consideration of a faculty member more than three years beyond the normal pretenure period except for extensions made to primary care-giving parents, as described above. ~~under (3) above.~~ See Also Faculty Handbook, Chapter 3, Article I, Section G

Justification: "in writing" is preferred way to document official requests

Article 5.5: The Pretenure Period

- Reordering

Original:

For faculty members whose tenure consideration has not produced tenure award during the pretenure period, further appointment is normally restricted to one year. In exceptional cases, individuals who failed to receive tenure may be appointed in the non-tenure eligible track on recommendation of the department Committee on Appointments, Promotions, and Tenure, the department chair, the Committee on Appointments, Promotions and Tenure of the School of Medicine, the dean of the School of Medicine, and the approval of the provost. Such appointments are contingent upon full financial support from non-university sources.

The number, nature, and duration of pretenure period extensions made to an individual faculty member's pretenure period shall not be considered by the CAPT when reviewing that faculty member for award of tenure or promotion.

Article 5.5: The Pretenure Period

- Reordering

Proposal:

The number, nature, and duration of pretenure period extensions made to an individual faculty member's pretenure period shall not be considered by the CAPT when reviewing that faculty member for award of tenure or promotion.

For faculty members whose tenure consideration has not produced tenure award during the pretenure period, further appointment is normally restricted to one year. In exceptional cases, individuals who failed to receive tenure may be appointed in the non-tenure eligible track on recommendation of the department Committee on Appointments, Promotions, and Tenure, the department chair, the Committee on Appointments, Promotions and Tenure of the School of Medicine, the dean of the School of Medicine, and the approval of the provost. Such appointments are contingent upon full financial support from non-university sources.

Justification: More logical flow: (1) pre-tenure period; (2) pre-tenure extensions; (3) how pre-tenure extensions affect CAPT review (i.e. they do not); (4) what happens if tenure is not awarded.

Article 5.7: Tenure Guarantee

Original:

- Content change (title), clarification

5.7: Tenure Guarantee

Award of tenure for faculty based in the School of Medicine should be accompanied by a base salary guaranteed by the School of Medicine that will be equal for faculty in the school's basic science and clinical science departments. The amount of the guarantee and its financial support are currently under discussion.

Proposal:

5.7: Tenure [Salary](#) Guarantee

Award of tenure for faculty ~~based in~~ [of](#) the School of Medicine should be accompanied by a base salary guaranteed by the School of Medicine that will be equal for faculty in the school's basic science and clinical science departments. The amount of the guarantee and its financial support are currently under discussion.

Justification: This only deals with salary; tenure is discussed in Article 5.4

- If there is faculty interest in further modifying this text (and Article 5.8), the Bylaws Committee recommends that Faculty Council create an ad hoc committee to explore the salary issue in depth and propose modifications

Article 5.7: Tenure Guarantee (cont.)

Article 5.8: Rolling appointments for Non-Tenure Track Professors

Upon nomination by the department chair and with the consent of the dean, faculty members at the rank of professor in the non-tenure track with primary appointments in either a clinical or basic science department will be eligible to receive a rolling appointment contract of up to five years in duration accompanied by a salary guarantee for the period of appointment, equal in amount (but not duration) to that guaranteed to tenured professors.

Article 5.9: Consideration of Recommendations for Appointments, Promotions and Granting of Tenure

Original:

- Rewrite, cross-reference, correction

a. Full-Time Faculty: The dean shall submit recommendations for appointments and promotions to the ranks of associate professor and professor and the granting of tenure concerning full-time faculty with primary appointments based in the departments of the School of Medicine (including those faculty in the Department of Biomedical Engineering with appointments principally based in the School of Medicine) given him or her by the department chairs or other persons as designated by the dean or initiated by other means as outlined in the Faculty Handbook of Case Western Reserve University, Chapter 3.I.1, to the Committee on Appointments, Promotions and Tenure of the School of Medicine. This committee shall consider the documented evidence relating to each candidate and, following the qualifications and standards set forth in Exhibit I to these Bylaws...

Proposal:

a. Full-Time Faculty: Appointments and promotions to the ranks of associate professor and professor and the granting of tenure for full-time faculty with primary appointments based in the departments of the School of Medicine (including those faculty in the Department of Biomedical Engineering with appointments principally based in the School of Medicine) are initiated as described in Article 4.2d. The dean shall submit these recommendations to the Committee on Appointments, Promotions and Tenure of the School of Medicine. This committee shall consider the documented evidence relating to each candidate and, following the qualifications and standards set forth in ~~Exhibit~~ Appendix I to these Bylaws...

Article 5.9: Consideration of Recommendations for Appointments, Promotions and Granting of Tenure

- Organization (insertion)

Original:

- Full-Time Faculty
The dean shall submit recommendations...
- Special Faculty Appointments and Promotions
Special faculty appointments and promotions....
Secondary appointments at all ranks...

Proposal:

- Full-Time Faculty
The dean shall submit recommendations...
- Special Faculty Appointments and Promotions
Special faculty appointments and promotions....
- Secondary Appointments and Promotions
Secondary appointments at all ranks ...

Justification: More clearly delineates the three appointment categories

Article 5.9: Consideration of Recommendations for Appointments, Promotions and Granting of Tenure

- Content change

Original:

Secondary appointments at all ranks shall be recommended by the chair of the secondary department, require the concurrence of the primary department chair, and may be made at the discretion of the dean. Secondary appointment promotions shall be recommended by the secondary department chair and may be made at the discretion of the dean. For secondary appointments and promotions in the DGMS, the dean shall, prior to reaching a decision, also consider the recommendation of the Divisions committee on appointments, promotions, and tenure. This paragraph...

Article 5.9: Consideration of Recommendations for Appointments, Promotions and Granting of Tenure

- Content change

Proposal:

Secondary appointments at all ranks shall be recommended by the chair of the secondary department, require the concurrence of the primary department chair, and may be made at the discretion of the dean. Secondary appointment promotions shall be recommended by the secondary department chair and may be made at the discretion of the dean. **For secondary appointments and promotions at all ranks, the dean shall, prior to reaching a decision, consider the recommendation of the Department's Committee on Appointments, Promotions, and Tenure.** ~~For secondary appointments and promotions in the DGMS, the dean shall, prior to reaching a decision, also consider the recommendation of the Divisions committee on appointments, promotions, and tenure.~~ This paragraph...

Justifications:

- (1) Consistent with Article 4.2b (DCAPTs) and promotes faculty involvement in the appointment and promotion process for each discipline.
- (2) Since DGMS is a department (Article 4.7), there is no need for clarification.

Article 5.10: The Committee on Appointments, Promotions and Tenure

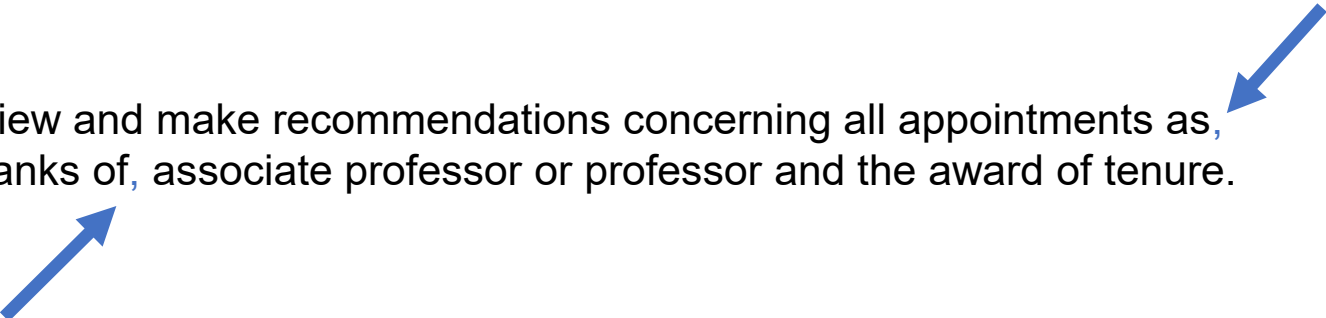
- Punctuation (two commas)

Original:

c. The CAPT shall review and make recommendations concerning all appointments as or promotions to the ranks of associate professor or professor and the award of tenure.

Proposal:

c. The CAPT shall review and make recommendations concerning all appointments as, or promotions to the ranks of, associate professor or professor and the award of tenure.

Two blue arrows are present. One arrow points from the bottom left towards the comma after 'ranks of'. The other arrow points from the top right towards the comma after 'as'.