

**Faculty Council Meeting
Meeting Minutes
June 23, 2025**

Timing	Agenda Item	Presenter	Summary of discussion	Action items/Motions/ Votes
4:01-4:14PM	Chair's Remarks and Announcements	Alan Levine Chair of Faculty Council	The chair called the meeting to order at 4:01PM and noted that this is the last meeting of the 24-25 cycle. At the May Faculty Council meeting a program which supported incentive was discussed; it was not well received –A motion was made and seconded which advised the dean to consider delaying his initiation of the sensitive information through the chairs for a year, so everyone could adjust to the plan. We no longer had quorum at the end of the meeting, so an electronic vote was taken. The results of the electronic vote were 30-1-2 however the results were invalid as we needed 43 to reach quorum. Dr. Dalia, chair of the Nomination and Elections Committee, provided the results of the vote among Faculty Council members for the 25-26 Faculty Council Steering Committee members, chair elect of Faculty Council, and three seats on the Nomination and Elections Committee. In accordance with the SOM Bylaws, Dr. Elvera Baron has been elected to serve as chair elect for Faculty Council with 25 votes. The second runner up had 14 votes. Dr. Dalia congratulated Dr. Baron for all her hard work and commitment to the SOM. Filling the five openings on the Faculty Council Steering Committee were Janice Lyons with 30 votes, Hemalatha Senthilkumar with 26 votes, Paul Shaniuk with 26 votes, Calen Frolkis with 25 votes and Scott Williams with 24 votes. The five eligible candidates for the Nominations and Elections Committee seats were Monica Montano, Paul Shaniuk, Rebecca Obeng, Qingzhong Kong, and Christina Krudy. Each received one write-in vote. These candidates will be polled to determine if they are interested in serving on the NEC. Depending on the responses, we will solicit Statements of Interest and conduct an election.	

			Dr. Dalia offered her congratulations to everyone who had been elected, and for all the hard work put forth by our Faculty Council members, Dr. Levine, Dr. Rowland-Seymour, and Dean Gerson. Dr. Levine especially mentioned the efforts of Nicole Deming and Lila Robinson for their outstanding support through-out the process, coordinating emails and finalizing results. Dr. Levine noted that at the end of the last Faculty Council meeting when we no longer had a quorum, an email vote was sent out for one motion, for which we only received 33 vote responses. Another email for the Faculty Council Steering Committee election went out for which, thirty-nine out of a possible 87 Faculty Council members responded. When we tried to determine why faculty engagement was so poor on these very important motions and leadership for Faculty Council, several potential reasons were offered. The email was sent at a busy time, multiple emails came out at the same time and were thought to be all the same; and the email was confusing and did not contain a link. It was concluded that email may not be the right forum for a vote.	
4:14-4:15PM	Approval of May 19 Faculty Council Meeting Minutes	Alan Levine	When polled, no edits/additions were suggested to the May 19 Faculty Council Meeting minutes.	With no objections, the May Faculty Council Meeting Minutes were approved by general consensus.
4:15-4:35PM	Remarks by Dean Gerson	Stan Gerson	The Dean stated that Case has continued to be preoccupied by executive orders and the response to them, by issues relating to the federal budget judicial actions, and give and take across our national societies (AAMC, AAU, etc.), each of the individual scientific societies, our research programs and our internal education and other programs. He welcomes any and all input from each of you and the faculty at large. The constant changes that keep occurring have precluded any public statements forthcoming. The Dean said that they should not be surprised by a paucity of announcements. Our NIH submission data for June was higher than it had been so we are grateful for the effort. He encouraged, at whatever their own interest was in, if they could consider a federal grant, to please do so.	

	Remarks by Dean Gerson (continued)		Directives related to DEI activities continue. Both the university and the affiliate institutions will be having a conversation tomorrow with the Senior Associate Deans to coordinate with them the approach we will be taking. It is impossible for the hospitals to divert from the university in activities. The university is the granting entity and is responsible for overseeing research activities at the hospitals. As partners of our federal grant funding, they are under the same executive orders as we are. We will be aligned and work together in that process. Cost recovery remains at 61% and after our scheduled review, we anticipate it to go down to 57% -- federal agencies to monitor our indirect costs. The current agreement of 61% stays in place. Among our individual and collective institutions and national societies, whatever society you happen to belong to, all conscientiously look at how to objectify cost management change and supply us with support. On Friday, a federal judge in Massachusetts considered whether the executive branch had the right to alter grant contracts, grant awards, or the component of indirect cost that has been established at NIH entity for 50 years. A 50-year precedent is hard to overcome. While it is reassuring, we will still have to wait for the outcome. We are currently coordinating the impact that this has on our MD/MS programs and will maintain as fully as we can. All promotions are approved; endowed professorships and all projects, operate under that activity. Julie Gerberding, MD, will become the new chair of the Case Western Reserve University Board of Trustees in June 2025. She is a double alumna of CWRU and currently serves as CEO of the Foundation for the National Institutes of Health. She will be a strong supporter and we look forward to her active support of the SOM as she takes on the role of chair of CWRU. We will be announcing a new society for our medical students (the Gerberding Society). The White Coat ceremony is scheduled for Sunday, July 13, and the keynote speaker is our alum Jim Fleming, Jr., MD, an orthopedic surgeon from the middle of Ohio, who has just been elected as a CWRU board member; another avid supporter	
--	---------------------------------------	--	--	--

	Remarks by Dean Gerson (continued)		of the SOM. We have strong allies on the board and all are incredibly supportive of what we do. The Dean noted that Paul Bristol, recognizing that the budget is technical in nature, is compiling a glossary of terms and reference material to be distributed to the chairs and to the administration. Sources of funds for the school are grants, endowments and tuition. Grants and endowments are restrictive -- they are for a specific activity / specific purpose and can only be used for what is specified. That leaves our tuition and 10-15% of endowments which are unrestricted. We have to spend money from the grants first before the indirect funds are allocated to the school. If the grant is delayed the whole thing comes to a halt. Renewals have slowed down. Case has suffered from two short falls -- income from grants and indirect costs. The university does not have a stay of execution on expenses. Regarding all of the fixed costs of our students and trainees, a 1% drop on \$600M budget is \$6M. If we slow down, as we have seen (a shortfall of indirect cost income), how will we cover that? The net of that is a \$25M adjustment to a year-over-year budget and the requirements are contingent on the unknown. The board approved margin is on the order of \$26M of which the school's margin is close to \$14M, and we will come up with that. Most of our expenses are for salaries (faculty and otherwise). We are working diligently with the chairs and the administrative units. Our grad students are the last to be targeted so we all will live with that. Second, we made a commitment to our faculty re: their recruitment packages, delayed but not eliminated in their support – stretching out these support mechanisms we provide over a longer period of time. We hope it will calm down soon; we think it will.	
4:35-4:40PM	Faculty Council Steering Committee Report	Anastasia Rowland-Seymour	Dr. Rowland-Seymour noted that in FCSC conversations over the last year the consistent comment was that the APT guidelines were difficult to read. In response to these comments, Nicole Deming has changed the format of the document to three different texts (Bylaws, Appendix and Guidelines) which was reviewed by the FCSC over	

	Faculty Council Steering Committee Report (continued)		this past week. While the FCSC did not want to rush this review and discussion of the APT Guidelines, neither did they want to postpone discussion to the next academic year and start over with new FC and FCSC members. The hope is to discuss this in detail when presented later in the meeting, and that Faculty Council would grant to the Steering Committee the ability to make a final decision on the document. The Steering Committee discussed extending the duration of the FACE Committee for another year. A motion was offered late in the May 19 Faculty Council meeting that Faculty Council extend FACE Committee for another year; this topic has been added to today's agenda for consideration. Another motion was offered late in the May 19 Faculty Council meeting that Faculty Council advise the Dean to delay implementing the incentive plan until July 2026, allowing time for the reasons for the incentive to be determined for each affected faculty member. The motion was seconded, but since Faculty Council no longer had quorum an email vote was requested on June 4. For the recommendation to move forward, 43 or more members must vote. For the motion to pass, a majority of votes cast "in favor" must be greater than the "not in favor" or "abstention" votes combined. When the email votes were counted 32 were in favor, 1 was against, and 2 abstained. Without a quorum the motion could not move forward. The Steering Committee reviewed two new chair appointments and discussed the faculty climate survey. The meeting was adjourned at 5:39PM.	
4:40- 5:25PM	Bylaws Committee Presentation on APT Guidelines to SOM Bylaws an Appendix 1	Tom Collins Nicole Deming Alan Levine	During the last academic year (2024-2025), additional input was solicited from Faculty Council Steering Committee, SOM CAPT, department and hospital CAPTs, department chairs, and faculty advisors resulting in the following adaptations. The three initial tracks (including a clinical academic track), have been modified to two tracks which are the Tenure Track and Academic Track (non-tenure track). The Academic Track outlines a clear pathway for educators, clinicians and researchers. Authorship, scholarship and impact were clarified. The Bylaws Committee advanced "Tenure Salary Guarantee" and "Research Faculty" (a special faculty appointment) to Faculty	

	Bylaws Committee Presentation on APT Guidelines to SOM Bylaws an Appendix 1 (continued)		Council and these sections have already been voted upon and recommended for approval. The Bylaws Committee then moved sections of the proposed APT changes into the main body of the SOM Bylaws, ensuring consistent language and content, and compliance with the University Faculty Handbook. Over the summer, proposed amendments will be sent to all full- time faculty for a vote. In the fall, the amendments will be reviewed by the University Faculty Senate when they reconvene. Dr. Collins pointed out several minor changes. The section on voting privileges (2.5) was pulled out and made to be more prominent. In 2.6, the name of the standing Committee on Women and Minority Faculty was changed to the Committee on Faculty Community and Representation and has already been approved. In 5.1: Classification of Appointments: while what was added was not new, it provided a better organized description of the four characteristics of an appointment. Discussion began on two different issues – academic freedom and the ability to express views contrary to others. There are some limitations in a professional and appropriate way e.g. do you agree you can be free in your speech without being derogatory to others. There was some concern that the restriction in the document is not in step with the faculty handbook. Is freedom of speech absolute across the board? Within the guidelines of CWRU, the entirety of the faculty handbook governs us all the time. Nicole Deming clarified that while the school can add, they cannot contradict the faculty handbook. There is additional information in our bylaws as to what is permissible. Because we have a very full agenda today, and we tend to lose quorum as we get closer to 5:30PM, this is something that Faculty Council can weigh in on at a later date. Dean Gerson suggested that regarding the statement in question, you simply place a period after others, before the pink period there, and then say that the SOM has guidelines for academic professionalism that are compliant with CWRU and federal regulations. Leave that statement in there. We have a professionalism committee and	
--	--	--	--	--

	Bylaws Committee Presentation on APT Guidelines to SOM Bylaws an Appendix 1 (continued)		process. This simply identifies that we do.	A motion was made by a FC member and seconded by a FC member to recommend approval of proposed bylaws for a vote of the faculty pending an additional review by the Faculty Council Steering Committee for minor (non-substantive) edits. Vote: 33 were in favor, 0 were against, and 5 abstained. The motion passes. A motion was made by a FC member and seconded by a FC member to recommend approval of APT Appendix for a vote of faculty pending additional review by the Faculty Council Steering Committee for minimal non-substantive edits. Vote: 38 were in favor, 2 were against, and 2 abstained.
5:25-5:28PM	Request to Extend the ad hoc Faculty Council's Committee for Faculty Administration, Co-governance, and Engagement (FACE) charge until June 30, 2026	Matthias Buck	It was suggested that the sunset date of June 30, 2025, for the ad hoc Faculty Council's Committee for Faculty Administration, Co-governance, and Engagement (FACE) be extended for another year.	A motion was made by a FC member and seconded by a FC member to amend the FACE charge to sunset June 30, 2026. Vote: 34 were in favor, 0 were against, and 5 abstained. The motion passes.

5:28-5:37PM	Clinical Faculty Climate Survey	Alan Levine	Dr. Levine noted that most of the questions on the university-wide survey did not match with the interests of clinical faculty. He requested, and was granted permission to develop a new survey, with the chairs of clinical faculty distributing this survey once the provost approves it. A listing will be created highlighting some of the benefits to which faculty have access, that they may not be aware (gym, bookstore discount, Microsoft web version, etc.). It was stated that many faculty members at UH are blocked and do not have access to CWRU documents. Nicole Deming noted that the Case ID is required for access to Veale, etc. It is not required for professional development.	A motion was made by a FC member and seconded by a FC member to approve the climate survey with minor modifications to be reviewed by the Faculty Council Steering Committee with minor non-substantive edits. Vote: 26 were in favor, 0 were against, and 0 abstained. NOT A QUORUM. Next steps are unclear.
5:37-5:38PM	Discussion of a Dean's Tax and possible formation of a working group	Alan Levine	Due to time constraints, this topic will be addressed at a later date.	
5:38-5:39PM	Passing of the Gavel to Anastasia Rowland-Seymour		Dr. Alan Levine, Chair of Faculty Council for the 2024-2025 academic year, passed the gavel to Dr. Anastasia Rowland-Seymour, who was elected Chair of Faculty Council for the 2025-2026 academic year.	
5:39-5:40PM	New Business		The Council offered no new topics of business to address.	
5:40PM	Adjourn		There being no further agenda items, the chair adjourned the meeting at 5:40PM.	

Present

Joshua Arbesman
Stephanie Barnes
Elvera L. Baron
Kavita Bhatt
Matthias Buck
Nadim El Chakhtoura
Patrick Collier
Mirela Dobre
Jeremiah Escajeda
Jonathan Fanaroff

Jessica Fesler
Calen Frolkis
Lisa Gelles
Stan Gerson
Andrew Harris
Sheronica James
Venkatesh Kambhampati
Sadashiva Karnik
Gaby Khoury
Camilla Kilbane

Qingzhong Kong
Christina Krudy
Stephen Leb
Alan Levine
Jennifer Li
Susan Linder
Aram Loeb
Janice Lyons
Tani Malhotra
Claudio Milstein

Michael Moffitt
Monica Montano
Nona Nichols
Ruben Olivares
Elizabeth Painter
Abigaill Raffner (Basson)
Elizabeth Rainbolt
Rania Rayes-Danan
Ann Rivera
Anastasia Rowland-Seymour

Ben Schwan
Hemalatha Senthilkumar
Paul Shaniuk
Bryan Singelyn
Simran Singh
Michael Staudt
Nami Tajima
Saba Valadkhkan
Scott Williams

Not Present

Robert Abouassaly
Mohammad Ansari
Blaine (Todd) Bafus
Corinne Bazella
Maura Berkelhamer
Melissa Bonner
Hulya Bukulmez
Adrienne Callahan
Francis Caputo
Andy Chen

Wayne Cohen-Levy
Thomas Collins
Marta Couce
Meelie DebRoy
Mackenzie Deighen
Keshava Gowda
Ramy Ghayda
Rachael Gowen
Bahar Bassiri Gharb
Amy Hise

Jason Ho
Vanessa Ho
Hung-Ying Kao
Bret Lashner
David Ludlow
Maeve Hopkins
Eric W. Kaler
Sandeep Khanna
Ang Li
Shawn Li

Dan Ma
James Martin
Raman Marwaha
Amy McDonald
Christopher McFarland
Gillian Michaelson
Rebecca Obeng
Sarah Ondrejka
Neal Peachey
Cyrus Rabbani

Deven Reddy
Tamer Said
Demitre Serletis
Matthew Sikora
Phoebe Stewart
James (Jim) Strainic
Patricia Taylor
Raed Zuhour
Gregory Videtic

Others Present

Shane Angus
Kath Bogie
Paul Bristol
Udeh Chiedozie

Thomas Collins
Himika Dalia
Nicole Deming
Adrienne Fletcher

Trish Gallagher
Emily Hamburg-Shields
Joyce Helton
Joey Kass (BGSO)

Lia Logio
Donald Mann
Maureen McEnery
William Merrick

Jin Safar
Boaz Tirosh
Kelsey Ufholz

**Faculty Council Meeting
Draft Meeting Minutes
May 19, 2025**

Timing	Agenda Item	Presenter	Summary of discussion	Action items/Motions/ Votes
4:02-4:07PM	Chair's Remarks and Announcements	Alan Levine Chair of Faculty Council	The chair called the meeting to order at 4:02PM. Dr. Levine would like to continue next year the practice of holding Hybrid Faculty Council Meetings via Zoom and in person rotating at the affiliates. SOM graduation was held over the past weekend and Dr. Levine hoped everyone was able to attend. The previous climate survey did not address clinical faculty. A new climate survey focusing on our clinical faculty is being created with a volunteer representative from UH, VA, CCLCM, MHS, and the SOM. To minimize time each representative will be asked to provide three questions for engagement (15 total questions) to create a 4-6 question survey. Research will release the survey and analyze the results with the goal of getting this done in approximately two weeks.	
4:07-4:08PM	Approval of April 28 Faculty Council Meeting Minutes	Alan Levine	When polled there were no edits or additions to the April 28 meeting minutes.	With no objections, the April 28 Faculty Council Meeting Minutes were approved by general consensus.
4:08-4:14PM	Remarks by Dean Gerson	Stan Gerson	Dean Gerson noted that we had more faculty participating this year in the MD program than ever before. A terrific speech was given by senior alumnus Craig R. Smith, chair of the Department of Surgery at Columbia University Irving Medical Center of New York Presbyterian Hospital. He had perceptions about the predicament we are in that were very appropriate and helpful. Dean Gerson has been working with the university lawyers and the Sr. Vice President of Research to develop a reasonable approach to the NIH directive on the DEI- related research. Imagine 3 different approaches, one legal, a university one, and the Dean's part on how to enable research. A mix of this was mentioned to the chairs to address ongoing rumblings of concern	

			about engagement turnaround time and status of IRB protocols that go to the university IRB for review. It was suggested to copy the Dean on IRB submissions which he will share with Vice Dean Grace McComsey so we are aware and can help track. Once we have a database it will make it much easier. We are having the first ever AI Medical Education retreat on June 9 - Vision 2030. Addressing topics like how do we train medical students so that they are aware and ready when we get awards three years hence. If you or your colleagues would like to be invited, contact the Dean's Office.	
4:14- 4:20PM	Faculty Council Steering Committee Report	Anastasia Rowland-Seymour	Dr. Rowland-Seymour provided a summary of topics discussed at the May 5 Faculty Council Steering Committee Meeting. Emeritus packets need to meet the expectation, in clear detail, of how the person who is applying for emeritus status demonstrates meritorious service to the university (how your activity as a faculty member of CWRU contributes to the SOM. If it is not clear in the packet it makes it difficult for the Steering Committee to move the application along. Please pass this information on to your department colleagues. The March and April FCSC meeting minutes were reviewed and approved, the Faculty Council agenda for today's meeting was created and a sabbatical application was reviewed. Dr. Craig Hodges from the Committee on Budget, Finance and Compensation (CBFC) joined the meeting and the election ballot was discussed, followed by a conversation on bylaws and the APT reform. Dr. Levine noted that Dr. Collins and Dean Deming have been working very hard through Bylaws on APT reform. Dr. Collins was not able to finish the bylaws component of those three parts by today so he will present at the June Faculty Council Meeting.	
4:20-4:23PM	Senate/ExCom Report	Matthias Buck	Dr. Buck reported that at the May 12 Senate Ex/Com Meeting the bylaws were amended to include the creation and merging of departments. Discussion on the framework for faculty post docs and students was presented, as was Faculty Compensation Recommendations for the Board of Trustees.	
4:23-4:43PM	Research Updates at the VA	Robert Bonomo Neil Peachey	Neil Peachey, PhD, Associate Chief of Staff for Research at the VA, noted that the VA has an intramural research program with some unique resources. The VA research programs focus on challenges relevant to the Veteran population. Priorities mirrored	

	Research Updates at the VA (continued)		By local Cleveland VA research programs include rehabilitation research, infectious disease, neurodegenerative disorders, wet lab facilities, clinical research projects, and patient testing resources. Opportunities are available for those who are not from the VA to become VA Investigators with additional opportunities for grant supports. It is important to bear in mind that VA is an intramural research program. The first step is buy-in from the CRWU leadership/chair. Dr. Peachey is available to discuss opportunities with CWRU faculty. One million enrollees have been recruited, at approximately 60 sites, for the national HER, Million Veteran Program. MVP data is available for VA and other grant mechanisms including NIH. This program consists of a mostly elderly male population; a very diverse group mirroring the national population (European ancestry, African ancestry). VA/CWRU dual-appointed researchers have responsibilities to both institutions and VA research should be conducted on-site at VA. Dr. Bonomo stated that he and Dr. Peachey work very closely with faculty development, getting residents and fellows (post doc fellows, as well) interested in VA based research They are very committed to that educational objective. The U.S. Dept of Veterans Affairs Science & Health Initiative to Combat Infectious and Emerging Life-Threatening Diseases (VA Shield): A Biorepository addressing National Threats, is an effort to support the VA's fourth mission to improve the Nation's preparedness for national emergencies and to support emergency management, public health, safety, and homeland security efforts. VA SHIELD is a comprehensive, secure biorepository of specimens and associate data related to COVID-19 and other diseases. These specimens and data are available to VA investigators (and the larger biomedical research community) to advance scientific understanding in support of developing diagnostic, therapeutic, and preventative strategies for use in clinical care. Sheild's main goal is interagency collaboration. with the CDD, NIH, Department of Defense, and to learn from these resources how to create a really good biorepository.	
--	--	--	---	--

4:43-4:47PM	Nominations from the Floor		Dr. Levine opened the floor for nominations for Faculty Council Steering Committee and standing committee elections. Those whose names have been put forward for nomination will be contacted to see if they are willing to serve and request them to submit a statement of interest. To date, we do not have any nominations for the NEC (term runs concurrent with the Faculty Council member's term on Faculty Council). Anastasia Rowland-Seymour nominated Dr. Qingzhong Kong for Faculty Council Steering Committee. He will be contacted and if interested an SOI must be filed by this Friday, May 23. Nicole Deming will reach out to the candidates. The chair called the ballot to close and went on to the next agenda item.	
4:47-4:52PM	PA PAF- NTM-MIN: Nutrition and Metabolism Minor (vote required)	Hope Barkoukis	Dr. Barkoukis provided an overview of classes required and different options for electives for this new minor. Of seven courses, six are in existence. There was a very extensive and comprehensive vetting analysis process for this minor before it came to Faculty Council.	A motion was made by a FC member and seconded by a FC member to approve the PA PAF-NTM-MIN: Nutrition and Metabolism Minor Vote: 35 were in favor, 0 was against, and 2 abstained. The motion passes.
4:52-4:58PM	PAF - NWC-MIN: Nutrition for Women and Children Minor (vote required)	Hope Barkoukis	Dr. Barkoukis reviewed the course requirements and the electives from five options. A concern was raised that given the current administration executive order against DEI, would a course for women and children cause a problem for the SOM and university. Dean Gerson did not think that this minor gives the appearance of a preference to a group, so within the confines of the equation, so long as the study of nutrition in women and children is equitable in its appreciation of other groups, not women and children. There was a very extensive and comprehensive vetting analysis process for this minor before it came to Faculty Council.	A motion was made by a FC member and seconded by a FC member to approve PAF - NWC-MIN: Nutrition for Women and Children Minor Vote: 34 were in favor, 1 was against, and 2 abstained. The motion passes.
4:58PM-5:48PM	Annual Report for the Committee on Budget, Finance and Compensation	Craig Hodges	Dr. Hodges provided an overview of the charges and members of the CBFC. A report from Paul Bristol, Vice Dean for Finance, (second quarter) indicates the SOM projected margin for the 2024-2025	

	Annual Report for the Committee on Budget, Finance and Compensation (continued)		year (FY25) will be about \$5.1 million. This is less than originally requested margin of \$9 million by the university from SOM but this reduction was primarily due to 1) the loss of tuition due to decreased enrollment in Master's programs 2) decreased or flat NIH funding in SOM. For the FY26 year SOM is requested to produce \$12.9 million surplus for FY26. (FY 2026 budget for whole SOM is ~\$584 million so this margin is 2.2%) Current Challenges include a proposed NIH indirect rate cut to 15% (currently 61%); Slowdown of NIH approvals, and payline/ budget cuts FY25/26. Tariffs are going to increase costs for everyone. To offset, the SOM proposes to increase faculty salary coverage off grants from 48% to 52% with an overall goal of 70%, increase philanthropy; ensure Master's programs are sustainable and competitive; recruit faculty at all levels with proven track record in funding; build centers to improve multi-PI awards; reduce departmental deficits; and increase tuition 2.5% over all programs. He provided a summary of the current incentive portion of the compensation plan and noted that incentive pay is supposed to be for outstanding performance. It will not be included in fixed compensation, and will not automatically renew from year to year. Maximum incentive will be capped at 17% of total compensation and anything over 17% will be transitioned to base salary over three years for those meeting benchmarks • If faculty do not reach 50% salary support from external sources the incentive becomes at risk. The 50% salary will be evaluated over a three-year period June 1 2021 to June 30, 2024 for the upcoming July 1st. Then the window rolls over three years after that. • If the three-year average is below 50% faculty will lose 1/3 of their incentive starting July 2025. If that shortfall continues then they would lose another 1/3 July 2026 and then another 1/3 July 2027 if average coverage below 50% continues. • SOM will consider teaching contributions to put the faculty member above 50% as it pertains to medical school teaching and BSTP 1st year teaching effort.	
--	---	--	---	--

	Annual Report for the Committee on Budget, Finance and Compensation (continued)		• 104 of the 299 faculty that have incentive do not currently meet the 50% average but if teaching considerations are taken into account, then 66 faculty would lose 1/3 of their incentive starting July 2025. The “savings” for the first year would be ~\$650K (or 0.1% of the whole SOM FY26 budget). The retrospective nature of this plan does not allow for adjustments before July 1st. Current incentives have not been used as “bonuses” but more of salary adjustments/equity. Teaching or high time burden service provided is not taken into account. The timing isn’t optimal given potential NIH cuts. For the first time, mass faculty compensation reductions are being proposed when SOM is expected to produce surpluses by the university year after year. Even when the SOM was in the red in the past, reductions were never proposed. Please send any suggestions for future goals of the FCBFC to craig.hodges@case.edu The floor was then opened to questions and comments. Circulating a document to our chairs regarding the incentive plan could be beneficial. Not all of our chairs have disseminated this information to their people. Dr. Levine noted that we have inherited an incentive program that was misused. We need to address incentive money that should not have been there in the first place. Perhaps Faculty Council needs to recommend a solution that respects the fact that the incentive program was misused and that the Dean or Paul Bristol’s proposal takes that into account. Absence of the Dean’s Tax for affiliates has been something mentioned over several years, and may be a topic that should be brought up for discussion. Dr. Hodges was not aware if the 104 people affected have been informed of their situation. Some may have spoken to Paul Bristol or their chairs, but he wasn’t sure if all of them have been identified. It was felt that even if they found out last month the notice was still insufficient, since this is effective immediately. Dr. Levine suggested that due to time constraints, this conversation continue via email.	
--	---	--	---	--

5:48-5:50PM	Results of Motions at April 28 Faculty Council Meeting when we no longer had quorum		At the April 28 Faculty Council Meeting a motion to Change the name of the Committee on Women and Minority Faculty to the Committee on Faculty Community and Representation and to update and change the committee charge. These motions were voted on before it was discovered we no longer had quorum. An email ballot was sent out to all Faculty Council members with these results.	A motion was made by a FC member and seconded by a FC member to change the name of the Committee on Women and Minority Faculty to the Committee on Faculty and Community Representation. Vote: 47 were in favor, 1 was against, and 2 abstained. A motion was made by a FC member and seconded by a FC member to approve the charge changes to the Committee on Faculty and Community Representation (formerly the Committee on Women and Minority Faculty Vote: 43 were in favor, 3 was against, and 5 abstained.
5:50-5:51PM	Good and Welfare		The June 23 Faculty Council meeting will be hybrid – in BRB105 with a reception afterwards and via Zoom. Dr. Levine encouraged everyone on the SOM campus to come to the reception.	
5:51PM	Adjourn		There being no further agenda items to address, the chair adjourned the meeting at 5:51PM.	

Present

Joshua Arbesman
 Blaine (Todd) Bafus
 Stephanie Barnes
 Elvera L. Baron
 Kavita Bhatt
 Matthias Buck
 Hulya Bukulmez
 Adrienne Callahan
 Nadim El Chakhtoura
 Wayne Cohen-Levy

Jessica Fesler
 Calen Frolkis
 Lisa Gelles
 Stan Gerson
 Amy Hise
 Jason Ho
 Sheronica James
 Venkatesh Kambhampati
 Hung-Ying Kao
 Camilla Kilbane

Bret Lashner
 Alan Levine
 Jennifer Li
 Lia Logio
 Janice Lyons
 Tani Malhotra
 Claudio Milstein
 Michael Moffitt
 Monica Montano
 Nona Nichols

Rebecca Obeng
 Ruben Olivares
 Sarah Ondrejka
 Elizabeth Painter
 Neal Peachey
 Abigaill Raffner (Basson)
 Elizabeth Rainbolt
 Rania Rayes-Danan
 Ann Rivera
 Anastasia Rowland-Seymour

Ben Schwan
 Hemalatha Senthilkumar
 Demitre Serletis
 Paul Shaniuk
 Bryan Singelyn
 Simran Singh
 Michael Staudt
 Gregory Videtic
 Scott Williams

Not Present

Robert Abouassaly
 Mohammad Ansari
 Corinne Bazella
 Maura Berkelhamer
 Melissa Bonner
 Francis Caputo
 Andy Chen
 Patrick Collier
 Thomas Collins
 Marta Couce

Meelie DebRoy
 Mackenzie Deighen
 Jeremiah Escajeda
 Keshava Gowda
 Ramy Ghayda
 Rachael Gowen
 Bahar Bassiri Gharb
 Emily Hamburg-Shields
 Andrew Harris
 Vanessa Ho

Susan Linder
 David Ludlow
 Maeve Hopkins
 Eric W. Kaler
 Sadashiva Karnik
 Sandeep Khanna
 Gaby Khoury
 Qingzhong Kong
 Christina Krudy
 Stephen Leb

Ang Li
 Shawn Li
 Dan Ma
 James Martin
 Raman Marwaha
 Amy McDonald
 Christopher McFarland
 Gillian Michaelson
 Cyrus Rabbani

Deven Reddy
 Tamer Said
 Matthew Sikora
 Phoebe Stewart
 James (Jim) Strainic
 Nami Tajima
 Patricia Taylor
 Saba Valadkhkan
 Raed Zuhour

Others Present

Hope Barkoukis
 Robert Bonomo
 Nicole Deming
 Mirela Dobre

Jonathan Fanaroff
 Trish Gallagher
 Joyce Helton
 Craig Hodges

Joey Kass (BGSO)
 Vijaya Kosaraju
 Alagram Kumar
 Aram Loeb

Karen B. Malloy
 Donald Mann
 William Merrick
 Lila Robinson

Jin Safar
 Xiaomei Song
 Erika Trapl
 Ming Wang

Qualifications, Standards, and Guidelines for

Faculty Appointments,

Promotion and Granting of Tenure for the CWRU School of Medicine

ADOPTED BY THE FACULTY: OCTOBER 20, 1982; FEBURARY 27, 2006 & OCTOBER 4, 2021

PROPOSED AMENDMENTS ENDORSED by FACULTY COUNCIL MAY 20, 2024

TABLE OF CONTENTS

1. Introduction
2. Faculty Activities and Unifying Concepts for Faculty Appointments and Promotion
 - A. Authorship, Scholarship and Impact
 - B. Professionalism
 - C. Educational Efforts
 - D. Service
3. Classification of Appointments
 - A. Full-time Appointments and Titles
 - a. Academic Track (Non-tenure Track)
 - i. Academic Track Faculty Defined
 - ii. Service Expectations
 - iii. Clinical Scholarship
 - b. Tenured and Tenure Track
 - i. Tenure Track Faculty Defined
 - ii. Required SOM Basic Science Appointment for all Tenure Track Faculty
 - c. Selection of Track
 - B. Tenure
 - a. Pretenure Period
 - b. Tenure Guarantee
 - C. Special Faculty Appointments and Titles
 - a. Adjunct and Clinical Part-time Faculty
 - b. Research Faculty
 - c. Visiting Faculty
 - d. Emeritus Faculty
 - D. Multiple Appointments
 - a. Primary-secondary Appointments
 - i. Secondary Appointments and Promotions
 - ii. Secondary Appointments in the Division of General Medical Sciences
 - b. Joint Appointments
 - E. Appointment terms
4. Qualifications for Appointments and Promotions in all tracks
 - A. Evaluating Full-time Faculty authorship, scholarship, and impact to determine rank.
 - a. Academic Track
 - i. Instructor
 - ii. Senior Instructor
 - iii. Assistant Professor

- iv. Associate Professor
 - v. Professor
 - b. Academic Tenured and Tenure Track
 - i. Assistant Professor
 - ii. Associate Professor
 - iii. Professor
 - B. Evaluating Part-time Faculty authorship, scholarship, and impact to determine rank
- 5. Process for Appointments and Promotions in all tracks
 - A. Process for Full-time Faculty Appointments and Promotions
 - B. Process for Part-time Faculty Appointments and Promotions
 - C. Department and Medical Center Review
 - D. Referee Letters
- 6. Documentation for Faculty Appointments and Promotions
 - A. Faculty Request for Appointment or Promotion
 - B. CV
 - C. Educator Portfolio
 - D. Personal Statement
 - E. Additional Statements
- 7. Review of Qualifications and Standards for Appointments, Promotions, and the Award of Tenure

1. Introduction: School of Medicine Faculty

The faculty consist of educators, researchers, scholars, and clinicians working across four major academic medical center campuses, the Health Education Campus, in addition to those working at the main campus of CWRU. Bilateral affiliation agreements with CWRU specify faculty appointments and scholarship linked to the SOM for University Hospitals Health System (UHHS), MetroHealth System (MHS), Louis Stokes Cleveland Department of Veterans Affairs Medical Center (VA), and Cleveland Clinic Health System (CCHS). Faculty with primary appointments in the basic science departments and the Division of General Medical Science Centers of the SOM are recruited and employed directly by CWRU. Faculty are appointed and promoted by CWRU upon recommendation of their academic chair, review of the appropriate committee on appointment, promotion, and award of tenure (CAPT), and the dean. In addition, all full-time faculty require review by the CWRU Provost and President and approval by the CWRU Board of Trustees. All faculty of the SOM advance and impact the discipline of medicine through excellence in education, research, and/or clinical care that benefits our community to collectively improve health.

This document serves as a guideline to better define the characteristics for faculty appointment and promotion of medical center-based faculty located throughout our four hospital extensive health systems (HS) (CCHS, MHS, UHHS, VA) including their clinical networks. The purpose of this document is to update the expectations of faculty appointment, promotion, and tenure across the entire faculty of the SOM, compliant with norms of CWRU. By doing so, the SOM will advance scholarship across the field of medicine.

The medical center-based faculty of the School of Medicine (full and part-time) are recruited through medical center academic departments. The number of medical center-based faculty has expanded over the past decade and now are the majority of faculty of the SOM. When applying for faculty status or for promotion, the medical center-based faculty are asked to document and demonstrate their academic scholarship by our university and the SOM in terms of classic academic parameters listed in SOM guidelines that focus on research, service and education in terms used for university appointments.

Unfortunately, the classic academic parameters do not highlight the practice and teaching of medicine as a dominant part of the performance assessment of clinical faculty who spend their efforts in these endeavors.

For instance, in 2004, when the Cleveland Clinic Lerner College of Medicine was established “as a distinct entity for research and education of CWRU within the School of Medicine,” the specification established that within the School of Medicine of CWRU there is a distinct category of medical center-based faculty who focus on education and research composed primarily of physician practitioners who will have faculty appointments thus reflecting their expertise in clinical medicine.

Part-time “special” faculty, as defined in the CWRU Faculty Handbook, includes the appointment of individuals who participate in the mission of the SOM through their activities and contributions to education, research, service, and or excellence in clinical scholarship that contributes to and impacts the SOM. These individuals may have another full-time appointment at another institution, be employed by an affiliated health system outside of the Cleveland health care ecosystem or make special research collaborations with our faculty. They may be educators, collaborators, or independent researchers linked by collaboration and project or program to an academic department or center (basic science or hospital-based) of the SOM.

2. Faculty Activities and Unifying Concepts for Faculty Appointments and Promotion Activities and Unifying Concepts for Faculty Appointments and Promotion

A. The SOM bases appointment and promotion on the unifying overarching concepts of authorship, scholarship, and impact. Cumulatively these combine to reflect a faculty member’s accomplishments in the areas of education, research, and clinical medicine. Faculty are tasked with and excel at a broad range of activities. These faculty activities must be presented to show the candidate’s accomplishment, specifically, their role or authorship, the dissemination of their work or scholarship, and the good work or impact that results from their faculty activities.

Authorship reflects the many ways in which information is reviewed, authenticated, and distributed to advance the field, and extends beyond peer reviewed publications. Candidates are asked to articulate their role and contributions to faculty activities that advance their field and the mission of the SOM.

The term scholarship reflects, in its broadest terms, activities that advance the field of a medical or scientific discipline, the practice of a medical specialty, or an area of prevention and implementation of new methodologies. Scholarship may encompass research,

education, or translational advancement in clinical medicine across the full spectrum of medicine. Candidates should outline how their work has been shared outside of their department, adopted by others, and contributed to the body of knowledge in their field.

Impact is of high quality when it is paradigm shifting, practice changing, or policy informing. Candidates should present evidence of the impact of their activities on the school, institution, community, and their field.

B. Professionalism

The School of Medicine is committed to the highest standards of professionalism and it is the explicit expectation that all SOM members will consistently promote a physically and psychologically safe culture that fosters the flourishing of all faculty, staff, and trainees to the benefit of our broader community while fulfilling our core missions of excellence in education, research, and enhancing the health of our communities. Our Faculty Professional Code of Conduct relies on the following norms:

- Integrity demonstrated by consistently behaving in an honest and trustworthy manner. This includes ensuring that appropriate credit is given for individual contributions.
- Respect for individual differences and opinions manifest by an openness to hear others' perspectives and engage in civil dialogue and communications
- Inclusive Excellence illustrated by engaging in practices to promote all faculty's personal and professional fulfillment.
- Kindness modeled by cooperative and collaborative behaviors, including collegiality and appropriate professional service.

The above norms and examples are not exhaustive but provide guidance on the professionalism expectations that apply to all SOM faculty. All faculty are expected to be exemplary citizens of our academic community and to participate actively and appropriately in peer and staff interactions, training, mentorship, interactions across institutions, and with our CWRU community. At the time of appointment and promotion, each candidate should identify their contributions to professionalism and their chair will be asked to comment on any outstanding or resolved concerns related to professional performance.

C. Educational Efforts. Throughout these activities, educational efforts and mentoring are essential synergies that advance the specialty, have impact, and create recognition.

D. Service. The SOM additionally incorporates service, a term included in CWRU promotion standards, focused, in the context of clinical medicine, as service activities that support the advancement of clinical practice, for instance, service on hospital-based committees, tumor boards, and review panels, participation in community outreach and education programs. Other service activities are represented by leadership positions that support education, research, and clinical programs including coordination of care programs within health care systems. Such activities are often under-represented in published peer-reviewed documents yet may result in alternative documents authored by the faculty member, such as policies, procedures, guidelines, care maps, educational materials (including CME), electronic media, and presentations that promote high quality clinical care, share practice standards, teach others, and review the evidence-based standards for best practice. In clinical medicine, this definition of service is valued as academic work or as clinical scholarship that promotes institutional values and advancements in the field of medicine. Service, however, is not a term that physicians use as they advance their clinical specialty through innovation patient care or education.

3. Classification of Appointments

An appointment shall be classified as initial, renewal, or continuing (nontenure appointments are renewed annually). An appointment shall be classified as full-time or part-time and is aligned with the Faculty Handbook.

A. Full-time Faculty Appointments and Titles

Faculty appointment and promotion tracks are designed to align with the interests, scholarship and goals of each individual faculty member and are not viewed as hierarchical tiers but reflect various ways in which faculty contribute to the fabric of the school and support its strategic plan and mission, while contributing scholarship to the field of medicine. Significant long-standing and high impact contributions are pursued across the entirety of the faculty of medicine.

To accommodate the spectrum of faculty scholarship that contributes to the fabric of the SOM, there are two tracks: Academic Track and Tenure Track

Faculty titles for both tracks include: Professor, Associate Professor, Assistant Professor, Senior Instructor and Instructor.

A faculty candidate will present their activities and accomplishments prior to each appointment and promotion. Faculty will elect, with affirmation by their departmental chair, their areas of excellence to present and be reviewed by their Committee on Appointments, Promotions, and Tenure (CAPT). Request for change in track will not alter review period guidelines after appointment at the rank of Assistant Professor or above.

At the time of appointment, faculty are encouraged to review the School of Medicine's Strategic Plan and point out how they contribute to that Plan. The SOM established guidelines for team science (noted below) may be applied for promotion and tenure and these will be considered when specified by the applicant.

Appointments may be made at any level, and promotions must proceed sequentially with one exception--a faculty member serving as an instructor may skip over the move to senior instructor and move directly from instructor to assistant professor. A faculty member on the Tenure Track, must be awarded tenure before being promoted to Professor. Appointments may be made at the rank of Professor on the Tenure Track. For transfer between tracks, please refer to Section 5.1 (f) Transfer of track.

a. Academic Track (Non-tenure Track)

Academically oriented investigators in the academic track pursue the same level of scholarship focused activities, but without the tenure expectations noted in Section A. Faculty in the Academic Track are experts in their field committed to the development and advancement of the field through their contributions in research, education, and service.

i. Academic Track Faculty Defined

Metrics for Academic Track faculty include peer reviewed publications, external grant support, and a sustained effort to promote innovation in their field, including performance as exemplary teachers and educators and leaders to advance local and global health. Evidence of substantial teaching can be recognized through authorship and development

of educational materials, electronic media, lectures, simulations, and preclinical and bedside teaching, with evidence of excellence and impact in training through trainee reviews, teaching awards, excellence in clinical practice with evidence of regional and national recognition.

The Academic Track intentionally supports the career advancement of faculty who focus predominantly on excellence in clinical medicine, and contribute to scholarship through participation in clinical innovation, quality improvement and education programs of medical students, residents, fellows, and colleagues; and are recognized for clinical excellence in their field of practice. These faculty have responsibilities in the practice of medicine and participate in scholarship through their practice as educators, leaders, coordinators, as experts to whom patients are referred from a large geographic area or are recognized innovators in developing improvements of the practice in their specialty. Faculty may exhibit excellence in clinical research, but typically not as an independent investigator. Eligible professionals include physicians, PhDs, and other similar positions with “terminal” advanced degrees in disciplines who focus on clinical and educational activities such as Psychologists, Medical Physicists, Physician Assistants, Nurses (DNP), and with appointments in a SOM department, etc.

The descriptions below provide examples of activities contributing to excellence in the clinical medicine for faculty in the Academic Track, guided by the career status at the time of appointment or promotion. The primary distinctive for clinicians in the Academic Track is the emphasis on clinical and educational impact with reduced focus on research at the level of independent investigation, peer-reviewed publications, and extramural grants. Thus, the following activities and metrics may be considered to evaluate the clinical and educational impact of faculty with primary medical center-based appointments:

- leadership of and supervision of, committees, tumor boards, review panels, and education programs;
- authorship contributions to books, book chapters, clinical reviews, policies, procedures, clinical guidelines, care maps or plans, or podcasts;
- teaching that includes authorship and development of educational materials, electronic media, lectures, simulations, and preclinical and bedside teaching, leadership of SOM “Blocks;”
- excellence in training through trainee reviews, teaching awards;

- excellence in clinical practice with evidence of regional and national or international referral base;
- service in the form of participation in and leadership of institutional and regional and national committees, review bodies, invited and elected positions, other activities in the appropriate specialty area, study section, boards, and editorial activities;
- involvement and leadership in developing innovations in care, participation in national efforts to develop innovation in care through participation, leadership and decision making, including FDA testimony, industry medical advisory boards, national specialty treatment guidance boards within one's specialty, participation in and PI status of clinical trials (commercially supported, nationally driven and investigator initiated); and
- evidence-based presentations that promote quality, share clinical practice standards, introduce novel approaches, teach others, and provide reviews of the evidence behind best practices; and
- mentoring activities, especially in the context of career advancement.

ii. Service Expectations

This may be in the form of participation in institutional, regional, and national committees, review bodies, invited and elected positions, other activities in the appropriate specialty area, study section, boards, and editorial activities that contribute to the academic impact of faculty performance and contributions.

iii. Clinical Scholarship

When clinical scholarship contributes to an individual's accomplishments in the academic track, it should be noted.

b. Tenured and Tenure Track

The Tenured and Tenure track (Tenure Track) is currently described and available to faculty who engage in sustained and cumulative discovery, innovation, and/or translational research-focused activities that impact the field of medicine with peer reviewed publications, external grant support, recognition for expertise in research or education in areas of the biomedical disciplines.

i. Tenure Track Faculty Defined

Tenured faculty appointments, although affirmed by the dean and faculty member annually,

are of indefinite duration until retirement. Tenure Track appointments are typically guided by the career status at the time of appointment or promotion such as:

- a. Discovery research into basic mechanisms of biology, physiology, the basis of disease, diagnosis and treatment, and population health.
- b. Sustained efforts in clinical investigation including for example externally supported investigator-initiated, national, or industry supported clinical trials; that may include therapeutic, diagnostic, and interventional methods.
- c. Population-oriented implementation science and evaluation of health-related topics in populations.
- d. Scholarship contributions of educators who advance methods and content of teaching and education programs through the continuum of medical careers.
- e. Mentoring activities, especially in the context of career advancement.
- f. Service in the form of participation and leadership in institutional and regional and national committees, review bodies, invited and elected positions, other activities in the appropriate specialty area, study section, boards, and editorial activities contribute to the academic impact of faculty performance and contributions.

ii. Required SOM Basic Science appointment for all Tenure Track Faculty:

PhDs, and MDs and related terminal degree holders in basic and clinical departments may be appointed into this track upon the recommendation of their department chair and review by the SOM Appointment Promotion and Tenure (APT) committee. All tenure track appointments based in a hospital department are required to be recruited in a manner compliant with CWRU SOM and University recruitment policies. All tenure track appointments recruited into a clinical department are required to secure a secondary appointment in a SOM basic science department approved in writing by the basic science chair as a co-signatory of the offer letter.

c. Selection of Track

The chair nominates a faculty member for a tenured, tenure track or academic track appointment. While the tracks overlap in attainment of authorship, scholarship and impact, the level of focus for the faculty member on achieving a level of scholarship and

impact should be the driving force. The Academic Track is the more likely option for those more heavily involved in the practice of medicine (including administration and education) and the academic track is the likely option for those more involved in research, education, scholarship, leadership, and peer reviewed discovery. At the time of formal appointment and promotion, the track and rank will be indicated, however, the SOM does not require that track (or tenure status) be included in faculty correspondence or public-facing information to accompany professorial rank.

B. Tenure

The award of tenure is proposed by the department chair and reviewed by the department or hospital APT committee, SOM APT committee and forwarded for approval by the dean, and then to the provost, president, and Board of Trustees of CWRU. The consideration of the award of tenure is made on separate review by the CAPT based on the expectations of ongoing significant and sustained contributions to scholarship, and discovery in the School of Medicine. Tenure considerations are based on the outlook for sustained accomplishment trajectory, expectation of ongoing excellence in their field with substantive, long term and ongoing impact on the field and contribution to the School and University through externally supported research for a research-based investigator or in recognized innovation in education for outstanding educators. Clinical investigators, clinical scientists, and physician scientists would be expected to have a significant number of publications, evidence of external grant support, and impact on the field.

The responsibility of tenure resides in the SOM and is maintained by CWRU. Most medical center-based faculty will not pursue a tenure appointment as part of their condition for employment. 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 individuals. Tenured faculty members are protected explicitly against dismissal or disciplinary action because their views are unpopular or contrary to the views of others within the guidelines of academic professionalism of CWRU, and compliance with federal regulations. Non-tenure-eligible colleagues shall derive protection by general extension of these principles of academic freedom. When awarded, academic tenure rests at the constituent faculty level (SOM).

The SOM CAPT review of tenure track appointments, promotion and award of tenure of hospital-based department faculty who are PhDs require written review and recommendation from the chair or director of the basic science SOM based department or type A center in which the candidate is required to have a secondary appointment, since the SOM is responsible for the interminable nature of the award of tenure.

The award of academic tenure to a faculty member is a career commitment which grants that faculty member the right to retain their 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.

Examples of just cause for the termination of any faculty member (tenured, tenure track, non-tenure, 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.

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.

a. The Pre-Tenure Period

The pre-tenure 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. For faculty in the Tenure Track, the final year of eligibility for SOM tenure is in the 8th year of appointment so that a decision by the SOM CAPT can be rendered and if tenure is

not awarded, a final year of appointment letter can be transmitted by June 30. Should a faculty member request tenure review in their ninth year, and not receive tenure recommendation, their faculty appointment terminates on June 30 of that year.

A faculty member in the tenure track may request extensions to the pre-tenure 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 national events such as COVID); or (3) upon written request by the faculty member within one year after each live birth or after each adoption, an extension of 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 [practical], ordinarily not later than one year prior to the normally scheduled expiration of the pre-tenure 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. Pre-tenure extensions may not be used to defer tenure consideration of a faculty member more than three years beyond the normal pre-tenure period except for extensions made under (3) above.

For faculty members whose tenure consideration has not produced a tenure award during the pre-tenure period, further appointment is normally restricted to one year. In exceptional cases, individuals who failed to receive tenure may be converted to 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 will specify financial support for the position.

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

b. Tenure Guarantee

When awarded, academic tenure rests at the constituent faculty level rather than at the departmental level. The award of academic tenure to a faculty member is a career commitment which grants that faculty member the right to retain their appointment without term until retirement. This commitment includes a salary guarantee to which the University obligates itself. The salary shall be at a level determined by the dean of the relevant school or college to be reasonable compensation for the roles and responsibilities of the tenured faculty member. 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 primary 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.

C. Special Faculty Appointments and Titles

Special Faculty Appointments include a prefix and must be included when referencing the CWRU appointment publicly. Special Faculty are ineligible for tenure.

a. Adjunct Clinical Part-Time Faculty

Physicians and researchers seeking faculty appointment who work at affiliate-hospitals and institutions who align with CWRU-recognized clinical or research academic departments but who are located outside Cleveland's medical ecosystem (and thus not primarily involved in activities that benefit the SOM in education and research) may have faculty appointments as part-time faculty for their contributions in collaborative clinical, education or research programs with other SOM faculty.

The term "part-time" is a CWRU designation of participation in the activities of the university

the SOM but is not linked to university employment status. The part-time designation is used to recognize faculty who contribute to the mission of the school through specific research, leadership, or educational efforts in their locale. The efforts of these individuals impact the school directly and through their affiliate hospitals with contributions to

scholarship in a limited capacity such as a specific training or collaborative research activity.

All individuals proposed for part-time appointments will make a request outlining their contributions to the SOM upon recommendation of their academic department chair.

Part-time Faculty titles include: Adjunct Clinical Professor, Adjunct Clinical Associate Professor, Adjunct Clinical Assistant Professor and Adjunct Clinical Instructor

b. Research Faculty

Research faculty appointments are issued for CWRU employed full-time faculty at the time of their initial hire for an interim period up to one year until approval of the full appointment by the Board of Trustees. Titles for these appointments are based on the proposed rank of the faculty member as specified in the CWRU offer letter.

c. Visiting Faculty

Visiting faculty appointments are issued for specified terms of one year or less than one year and can be full- or part-time. Rank is determined at the request by the chair, support of the dean and approval by the University.

d. Emeritus Faculty

Emeritus faculty are appointed by the Board of Trustees as described in the Faculty Handbook, Chapter 3, Part II, Articles VI. In the School of Medicine, faculty that have held the rank of assistant professor, associate professor, or professor or at these ranks modified by the term clinical or adjunct are eligible for emeritus appointment. Meritorious service in CWRU activities benefiting the School and their field for at least ten years is required.

D. Multiple Appointments

Within the confines of CWRU, faculty appointment that applies to more than one constituent faculty (School or College of CWRU), or to more than one department, or to an administrative office as well as an academic unit, the appointment may be identified either (1) as a primary-secondary constituent faculty appointment or (2) as a joint appointment.

a. Primary-Secondary Appointments.

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.

i. 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.

ii. Secondary Appointments in the Division of General Medical Science

For secondary appointments and promotions in the Division of General Medical Sciences for Type A Centers (DGMS), the dean shall, prior to reaching a decision, also consider the recommendation of the Divisions 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.

b. Joint Appointments

Faculty with joint appointments have full rights as a faculty member in both constituent faculties and 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.

E. Appointment Terms

All faculty of the SOM will receive, review, and accept an annual reappointment letter. Appointments with tenure shall be of unlimited duration until retirement, subject only to termination for just cause (defined below). Non-tenured full-time faculty members who receive a non-reappointment letter maintain an appointment for the period as specific in the Faculty Handbook. Part-time faculty appointments are reviewed by the chair and appointed annually.

4. Qualifications for Appointments and Promotions in all Tracks

Full-time and part-time faculty appointments are reviewed and approved by the department APT committees and full-time senior faculty appointments require review by the SOM APT committee and otherwise abide by the SOM approved guidance for appointments, promotion, and tenure; and are reappointed by the dean and CWRU annually. Department or Hospital APT committees are required to review and make recommendations on all faculty promotions. If the promotion is to a full-time senior rank (Associate Professor or Professor), the SOM APT committee must also review the application.

A. Evaluating Faculty scholarship, authorship, and impact to determine rank

Scholarship, authorship, and impact attributes of the school of medicine faculty include written and verbal original contributions such as those focused on:

- Understanding of a broad range of investigative strategies of biological pathways that contribute to health, disease, development, and aging.
- Population-based, EMR-data base, policy-focused, or environmental-focused assessment of processes that contribute to social determinants of health, their biological effectors and or environmental impact on health and disease, development, and aging.
- Paradigm-shifting, clinical practice changing and public policy-influencing academic contributions.
- Efforts that promote commercial development of recent discoveries, particularly those originating from the work of the faculty member with IP, patents, and licenses, or including roles on expert advisory panels and positions that are intended to disseminate discoveries that aim to benefit human health.
- Educational and training efforts, in the broadest scope, in the life sciences that advance career efforts in medicine-related disciplines, train pipeline students along the continuum, provide community education programs that advance human health, mentor career advancement in medicine, and evaluate medical and biomedical research education and training programs. Authorship of training guidelines, standards, presentations of fundamental aspects of specialty training and state of the art advancements; chairing and participation in practice review and patient review boards are examples of contributions to the education efforts in the physicians' area of expertise.
- Efforts to train and support future workforce development through mentoring of students (BS, MS, PhD, MD), residents or junior colleagues, encouraging professional

development of peers and through development of novel programs that inspire future health care professionals to pursue a career in academic medicine.

- Service activities, as they relate to academic and education scholarship would include health care leadership both within academia, government, or for-profit entities; roles on internal and external academic, clinical (including hospital-based) and or commercial advisory boards; study sections; editorial boards; public and discipline-specific policy boards.
- Awards for performance and accomplishment from internal (school, hospital, university) and external entities. Organizations that provide such awards from outside of the institution could be a source of external letters of accomplishment and perspective. Award categories should include those related to the area of expertise of the candidate, as well as discoveries, education, community service, leadership, and may be recognize any aspect of faculty activity.

For promotion of rank, accomplishments should be clear in the candidate's CV and personal statement. As a general rule, the level of accomplishment will be taken into consideration by the APT committees and expected to be the basis upon which external letters provide guidance, as to the applicability of appointment or promotion.

a. Academic Track (Non-Tenure Track)

i. Instructor:

For appointment to the rank of instructor, the candidate should hold a Master's degree or higher, often plus a practice certification (such as physician assistant, genetic counselor, registered dietician). The candidate should have evidence of at least one of the following: competence in teaching, practice/professional expertise, or research, potentially including holding a training grant.

ii. Senior Instructors:

Appointment at or promotion to the rank of senior instructor position, the candidate should hold a Master's degree or higher, often plus a practice certification (such as physician assistant, genetic counselor, registered dietician). The candidate should demonstrate evidence of providing teaching, research or service beyond the entry-level.

iii. Assistant Professors:

For appointment at or promotion to the rank of assistant professor, the candidate should present evidence of expertise in their field of study, received a doctoral degree and completed several postdoctoral or fellowship years. Individuals should have some teaching experience and show a commitment to assuming teaching responsibilities. Faculty in clinical practice should be board-certified or board eligible.

iv. Associate Professor:

For appointment at or promotion to the rank of associate professor, candidates must present evidence of considerable recognition locally, and regionally. Candidates may present evidence as a clinical expert, prominent referral resource in their clinical area of expertise with considerable evidence of scholarship and educational activity using the components of evidence outlined above. Associate Professor places greater emphasis on the mature and durable recognition of clinical, education and/or service excellence and ongoing contributions and impact to clinical scholarship and/or educational activity. Commonly, such evidence of contributions to the field includes regional or broader recognition which may be noted in multiple ways. A candidate's local and/or regional recognition as reflected in leadership roles, high impact clinical programs, regional referral pattern, including education programs (including program directors), and or advancement of the field will be considered. When presenting local impact as the primary consideration for promotion, the magnitude and likely durability of the impact will be especially important factors. This may be reflected in statements by the candidate and their chair and corroborated by external reviewers.

v. Professors:

For appointment at or promotion to the rank of professor, candidates must fulfill the expectations of associate professor level appointments or promotion and have evidence of more mature and durable, local, regional, national, and even international impact in their area of expertise. Evidence of contributions to the field and recognition by experts in the field may be noted in many different ways. The APT committee welcomes evidence of national and even international recognition and will consider regional recognition as reflected in leadership roles, high impact programs including educational programs, and or advancement of their field. When presenting regional impact as the primary consideration for promotion, the magnitude and likely durability of the impact will be especially important factors. This should be

reflected in statements by the candidate and their chair and corroborated by external reviewers. Professors in the Academic Track should include a record of continued interval excellence in their field with ongoing interval contributions to excellence in education and/or clinical practice service in their area of expertise with examples of impact on their field in domains such as: Internal reviews of educational accomplishments and/or leadership roles; External letters indicating support for clinical expertise; Clinical practice referral breadth; Contributions, local, regional, and national to advances in clinical medicine in their discipline; and Other examples of significant clinical impact.

B. Tenured and Tenure Track

I. Assistant professor presents evidence of a record of scholarly activity and the potential to advance in a field of research. Generally, the candidate should have received a doctoral degree and completed at least several post-doctoral or fellowship years. Assistant professors in the tenure track should have some teaching experience and show a commitment to assuming teaching duties.

II. Associate professor presents evidence of excellent research and recognition of the research program at a national level. Candidates must demonstrate an established reputation, as individual investigators or within a research team, for original ideas, innovations, and contributions. A high level of teaching effectiveness and service contributions is also required.

III. Professor presents evidence of sustained excellence, enhanced recognition of research contributions, and a national or international reputation. Candidates must demonstrate an established reputation, as individual investigators or within a research team, for original ideas, innovations, and contributions. A high level of teaching effectiveness and service contributions in the medical school's educational programs and in service on SOM or CWRU committees is also required.

B. Evaluations of part-time faculty authorship, scholarship, and impact to determine rank

The School of Medicine values the contributions to clinical excellence, clinical training, contributions to the advancement of medicine and improvements in health and prevention for humankind locally, regionally, and across the world. Placing such activities

in the context of an academic school of medicine, and its surrounding academic medical centers in Cleveland, creates the dichotomy of expectations that is best managed through a part-time appointment for those outside of the immediate medical centers in Cleveland. The majority of individuals will have a clinical appointment outside one of the four affiliated hospitals of the School of Medicine of CWRU (CC, UH, MH, VA) yet may be part of the health systems of these hospitals and are welcomed members of the faculty for their contributions in clinical excellence and clinical training (including MD, MS, MSA, PA and other similar professions). In some instances, expertise will extend to impact on policy, national standards for medical care, medical and healthcare leadership, and health outcomes, training, and practice. Other individuals may participate in specific research projects or programs. Some may have part-time appointments with the SOM to fulfill specific activities in service or education. Often, individuals will have a primary full-time faculty appointment at another institution.

Part-time faculty will align with the academic track. Appointment and promotion criteria will be similar to that of full-time academic track in terms of reputation, peer review publications and grant support, and other reputational accomplishments but, since most of these activities will take place outside of the purview of the SOM, attestation of these accomplishments will be reviewed on the basis of the CV, personal statement, and chair recommendation. Candidates may also provide evidence of reputation. Documentation in the CV of scholarship in education and field of practice will be the basis of review.

Individuals with a full-time appointment at another academic institution will be afforded a rank identical part-time appointment position upon documentation and request as an administrative adjustment by the CAPT and review by the dean.

5. Process for Full-time Faculty Appointment and Promotion

All appointment and promotion assessments begin with a request made by the faculty candidate to the department chair.

A. Process for Full-time Faculty Appointments and Promotions

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) presented 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 (SOM CAPT). The SOM CAPT shall

consider the documented evidence relating to each candidate and, following the qualifications and standards set forth in Exhibit I to these Bylaws, shall report its affirmative or negative recommendations to the Steering Committee of the Faculty Council. Each recommendation shall 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 (CAPT) 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. If 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 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 Department of Biomedical Engineering with appointments principally based in the School of Medicine.

B. Process for Part-time Faculty Appointments and Promotions

Special faculty appointments and promotions modified by the prefix adjunct clinical shall be recommended by the department chair and may be granted by the dean. For these 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 adjunct associate professor and adjunct professor.

C. Department and Medical Center Review

The packet is reviewed and voted on with tally and comment by the departmental or medical center-based APT committee. An affirmative vote by the dCAPT is required for an appointment to advance. If the dCAPT is not supportive of a faculty's promotion, the faculty may elect to self-initiate per the Faculty Handbook. With an affirmative vote, this committee and Office of Faculty (with assistance in identifying appropriate external reviewers from the candidate screened by the department chair) will solicit letters from institutional colleagues, secondary department chairs, trainees and other independent external evaluation letters from arm's length senior faculty or experts who can comment on candidate trajectory and as well as reflect on research, academic and or clinical impact. External referees will be asked to review the candidate's scholarship, authorship and impact outside CWRU and in the field. Local service and CWRU educational activities will be reviewed by the DCAPT and SOM CAPT.

Details on the scope of external reviews are noted below "under external letters of evaluation." External reviewers may be solicited by the departmental chair, dean and from the SOM APT, but letters, for which confidentiality will be maintained, should be addressed to, and seen only by the SOM APT and the dean.

D. Referee Letters

All requests are expected to have support from the academic department chair who has reviewed the applicant's CV and accomplishments and provided guidance as to the rationale for the appointment or promotion, including the quality of clinical excellence, teaching, scholarship, and service.

To evaluate educational activities, letters from prior trainees, and a summation report as of the quality of education (including learner evaluations) from institutional education leaders who have reviewed trainee feedback is required.

External letters should comment on the candidate's performance, accomplishments in scholarship, authorship and impact and trajectory in research, education, clinical practice, and other service. However, review of local education and training activities will not be requested unless the faculty member indicates a significant role in regional and national education programs.

When requested, external letters are requested from arm's length senior faculty or experts who will comment on the faculty member's accomplishments and trajectory in their field. These reviews will be viewed in the context of the faculty's track, rank, area of expertise and

impact on research, and as appropriate, clinical specialty. External reviewers may be solicited by the departmental chair, dean and from the SOM CAPT, but letters, for which confidentiality will be maintained and addressed, to the SOM APT.

6. Documentation for Faculty Appointments and Promotions

A. Faculty Request for Appointment or Promotion.

The faculty member would request consideration of promotion to their chair and should specify continuity of or change to the Tenure or Academic Track, and consideration as a team scientist, as appropriate for their situation. If the chair does not support a faculty's promotion application, the faculty member must work with the SOM Office of Faculty to submit materials for consideration as outlined under self-nomination and self-initiation in 4.2 Function of Departments (d). Under these circumstances, faculty must submit a formal request with justification in their letter for promotion. Promotion considerations include how the faculty member has made substantial contributions in the form of scholarship, authorship, and impact.

B. CV:

The SOM CV categories include all elements of authorship, scholarship, and impact and will be used as the primary evidence, substantiated by documentation of education quantity and quality, leadership positions, lists of presentations and reviews, contributions to policies and educational materials.

For the Academic Track, special accomplishments not otherwise listed as positions, grants, publications of all forms, intellectual property, disclosures, patent applications, commercialization licenses and affiliations, should be separately listed in the CV and noted in the personal statement.

In addition, contributions to the area of clinical specialty and education within that specialty should be highlighted. Authorship of all clinical trials should be included, noting principal investigator role and whether the trial is investigator initiated as appropriate. Educators will complete the Educators Portfolio to accompany the CV. Honors, awards, and recognitions should be included.

A preferred CV style sheet with categories and order is provided to each applicant and available on the Office of Faculty website. Curriculum Vitae (CV) Template

C. Educator Portfolio.

While teaching for the CWRU School of Medicine is an expectation of all faculty. Those faculty know for their education scholarship and leadership must complete the Educators Portfolio to accompany the CV. It is highly recommended that all educators submit an Educator Portfolio to effectively convey the scholarship, authorship and impact of contributions in education at CWRU and beyond.

- Sample Education Portfolio (LINK)

D. Personal Statement:

In 3 pages, the candidate should identify their key area of expertise, their accomplishments in scholarship, authorship, and impact (citing publications, internal hospital documents, web sites and the like) and their view of how the contributions they have made impact in their area of expertise. They should also comment in a forward-looking manner their strategic trajectory and priorities for academic/clinical and scholarship performance that extends their area of expertise more broadly over time and expanding from local to regional, and when applicable national, and perhaps international recognition and impact. When appropriate, and for team science consideration indicate instances of collaborators who are key to expectations and goals. In addition, faculty may highlight their involvement and contributions to diversity, equity and inclusion. Faculty should note the value of such specific contributions (select up to 5 high-impact contributions – authorship, guidelines, peer reviewed publications, inventions, commercialization efforts, and when achieved, paradigm shifting discoveries, practice changing observations and policy impacting findings).

For the Academic Track, faculty should include an up-to-date citation index and H factor which will be assessed by the committee within the considerations of rank, discipline of record and roles in teaching and service. Faculty with excellence in clinical medicine should indicate their contributions to the field in their discipline, contribution to care systems improvement, their trajectory to maintain this impact and their contribution to the advancement of the discipline's practice and education.

E. Additional Statements

From time to time the Provost or Dean may request or provide an option for additional statements regarding special circumstances.

7. Review of Qualifications and Standards for Appointments, Promotions and the Award 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 applicable 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.

Faculty ranks approved by the Board of Trustees will not be changed as a result of a change to these Qualifications and Standards.

Qualifications, Standards, and Guidelines for Faculty Appointments, Promotion and Granting of Tenure for the CWRU School of Medicine

- Faculty Council June 23, 2025

Overview: History

- Last substantive approval of SOM APT Guidelines was 20+ years ago
- Periodic reviews to address SOM CAPT composition, guidelines, and team science criteria
- 2023 Dean Gerson convened a committee to review the SOM CAPT APT standards
- Recommendations were sent to the Dean in December 2023
- January-May 2024 feedback was solicited regarding proposed new guidelines
- Qualifications, Standards, and Guidelines for Faculty Appointments, Promotion and Granting of Tenure for the CWRU School of Medicine, presented to Faculty Council in May 2024 and endorsed

During last academic year 2024-2025

- Additional input solicited from Faculty Council Steering Committee, SOM CAPT, department and hospital CAPTs, department chairs, and faculty advisors resulting in the following adaptations:
 1. Two Tracks: Tenure Track AND Academic Track (non-tenure track)
 2. Academic Track to outline clear pathway for educators, clinicians and researchers
 3. Clarification on *authorship, scholarship and impact*
- Bylaws Committee advanced “Tenure Salary Guarantee” and “Research Faculty” (a special faculty appointment) to Faculty Council and these sections have already been voted on and recommended for approval
- Bylaws Committee: moved sections of the proposed APT changes into the main body of the SOM Bylaws; ensured consistent language and content; and complied with University Faculty Handbook
- Detailed procedures of APT applications were summarized, these are set by the Provost and Dean annually

Next Steps

- TODAY – Presentation of SOM Bylaws and Qualifications, Standards, and Guidelines for Faculty Appointments, Promotion and Granting of Tenure for the CWRU School of Medicine
- Summer - Proposed amendments will be sent to all full-time SOM faculty for a vote
- Fall – Amendments reviewed by University Faculty Senate

Bylaws Summary (minor)

2.5: Voting Privileges – not new text, new location

2.6: Standing Committees – already approved name change

5.1: Classification of Appointments: not new – better organized description of 4 characteristics of an appointment in line with Faculty Handbook.

Bylaws Summary (minor)

2.5: Voting Privileges – not new text, new location

2.6: Standing Committees – already approved name change

5.1: Classification of Appointments: not new – better organized description of 4 characteristics of an appointment.

2.5: Voting Privileges

a. A quorum of the faculty for both regular and special meetings shall consist of 100 members who are eligible to vote on the issue before the faculty as defined below (2.5c-2.5e).

Proxies are not acceptable for purposes of either establishing a quorum or voting.

b. Special meetings of the faculty shall be conducted according to Robert's Rules of Order, Newly Revised. A majority of those present and voting shall be necessary to effect action.

c. Special faculty whose titles are modified by the adjectives adjunct or clinical may vote at meetings only on matters concerning the planning, approval, or execution of educational programs, the formulation of policies with regard to student affairs, appointment and promotion of special faculty, the election of members of committees dealing with such issues, and the election of their two representatives to the Faculty Council.

Bylaws Summary (minor)

2.5: Voting Privileges – not new text, new location

2.6: Standing Committees – already approved name change

5.1: Classification of Appointments: not new – better organized description of 4 characteristics of an appointment.

(10) The Committee on Faculty Community and Representation shall act in an oversight and advisory capacity to identify factors that have impeded progress towards improving the status and well-being of all faculty in the School of Medicine and recommend ameliorative policies and actions to the School of Medicine (SOM) Faculty Council and Administration.

~~(10) The Committee on Women and Minority Faculty shall identify factors that have impeded progress toward maintaining and improving the status of women and minority faculty and recommend ameliorative policies and actions to the School of Medicine Faculty Council and Administration.~~

Bylaws Summary (minor)

2.5: Voting Privileges – not new text, new location

2.6: Standing Committees – already approved name change

5.1: Classification of Appointments: not new – better organized description of 4 characteristics of an appointment.

5.1: Classifications of Appointments

a. An appointment will be classified as follows:

- (1) Initial, renewal, or continuing (for appointments with tenure or for appointments past the first year of several year terms), AND
- (2) An appointment shall be classified as full-time, or part-time, AND
- (3) An appointment shall be classified by academic title, AND
- (4) An appointment shall be classified as “with tenure”, “tenure track”, non-tenure track (referred to as “academic track” in the SOM bylaws and in the Appendix 1 Qualifications, Standards, and Guidelines for Faculty Appointments, Promotion and Granting of Tenure for the School of Medicine), or “special.”

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 regular or special (as defined in the faculty Handbook Chapter 3, Article I). |

Bylaws (new text)

4.2 Function of Departments:

(g) academic track = non-tenure track in SOM

(l) TT/Tenured Appointments in clinical department require a secondary appointment in a basic science department (5.1 (e) recruitment follows CWRU hiring practices – specifics of documentation of secondary in offer letter

(m) Emeritus – clarification – emeritus in only faculty's primary department.

Bylaws (new text)

4.2 Function of Departments:

(g) academic track = non-tenure track in SOM

(l) TT/Tenured Appointments in clinical department require a secondary appointment in a basic science department (5.1 (e) recruitment follows CWRU hiring practices – specifics of documentation of secondary in offer letter

(m) Emeritus – clarification – emeritus in only faculty's primary department.

g. Department or affiliated hospital ~~D~~CAPTs (DCAPTs) shall review faculty holding or proposed for holding primary appointment in the department/affiliated hospital in order to make recommendations concerning 1) appointment, promotion, and/or award of tenure; 2) third and sixth year pretenure reviews for tenure-track faculty; 3) concerning readiness for promotion for each full-time assistant and associate professor in the non-tenure track (referred to as the “academic track” in the SOM Bylaws and in Appendix 1 Qualifications, Standards, and Guidelines for Faculty Appointments, Promotion and Granting of Tenure for the School of Medicine) ~~track~~ no later than six years after appointment or promotion to that rank and at least every six years thereafter; and 4) other actions as appropriate. Copies of reviews under 2) and 3) above shall be provided to the

Bylaws (new text)

4.2 Function of Departments:

(g) academic track = non-tenure track in SOM

(l) TT/Tenured Appointments in clinical department require a secondary appointment in a basic science department (5.1 (e) recruitment follows CWRU hiring practices – specifics of documentation of secondary in offer letter

(m) Emeritus – clarification – emeritus in only faculty's primary department.

1. Tenure/Track faculty with primary appointments in Clinical Departments are required to have a secondary appointment in a Basic Science Department. In addition to the primary clinical DCAPT's recommendation, the secondary basic science DCAPT recommendation must be included in the faculty appointment, promotion and pretenure reviews.
- m. Emeritus appointments are submitted by the faculty's primary department only.

Bylaws (new text cont.)

- 5.1 Classifications of Appointments
- (e) added TT/Tenured appointments recruitment compliant with CWRU policies and clinical department appointments required to have secondary basic science department appointment.

~~primary/secondary appointment arrangement; one consistent faculty or department shall~~
be identified as the primary appointment and the other as secondary. All tenure-track or
tenured appointments based in a hospital department are required to be recruited in a
manner compliant with CWRU SOM and University recruitment policies. All tenure-
track appointments recruited into a clinical department are required to secure a secondary
appointment in a SOM basic science department approved in writing by the basic science
chair as a co-signatory of the SOM faculty offer letter. Responsibility for the initiation of
~~consideration of re-appointment, promotion, award of tenure, or termination shall rest~~

Bylaws (new text cont.)

- 5.1 Classifications of Appointments
- (f) Transfer of Track

(1) Transfer from the Non-Tenure academic track to the Tenure track

Like all appointments on the tenure track, a transfer to a tenure track appointment required the nomination of the department chair, an affirmative vote of the DCAPT, and approval by the dean and provost. The appointment into the tenure track should normally occur at the time of appointment at the level of assistant professor and-but may occur at the rank of associate professor or professor when appropriate based on the candidate's credentials. The date of appointment closest to July 1 of the year signifies the start of the "tenure clock". If transfer to the tenure track takes place later, the initial faculty appointment date at the rank of assistant professor or higher becomes the default start of the tenure clock, and requests for extension must be made to the Dean for consideration and must be approved by the Provost.

(2) Transfer from the Tenure Track to the Non-Tenureacademic Track.

Faculty on the Tenure Track may transfer to the Non-tenure Trackacademic track any time before the start of their 9th pretenure year (also referred to as the mandatory tenure year). Faculty are required to state such a request in writing to their department chair and the dean. Once this letter is received, the faculty will be issued a new appointment on the non-tenure-trackacademic track. Once a faculty transfers from the tenure track to the academic non-tenure track, they are ineligible to transfer back to the tenure track.

Bylaws (new text cont.)

- 5.2 Terms of Appointments
- (a.3) added non-reappointment period referencing Faculty Handbook.
- (b) added language about annual reappointment letter

e. 3. ~~Non-tenure~~Academic track appointments are renewable and shall normally be made for a term of one to five years. Non-tenured full-time faculty members who receive a non-reappointment letter maintain an appointment for the period as ~~specified~~ede in the Faculty Handbook.

b. All faculty of the SOM will receive, review, and accept an annual reappointment letter.

Bylaws (new text cont.)

- 5.4 Tenure
- Tenure decisions rest within SOM
- Most medical center-based faculty will not pursue tenure appointments
- Award of tenure path and considerations

When awarded, academic tenure rests at the constituent faculty level (in the School of medicine SOM) rather than at the department level and is maintained by CWRU. While some medical centers may require staff to have a faculty appointment, most medical center-based faculty will not pursue a tenure appointment as part of their condition for employment. For joint

The award of tenure is proposed by the department chair and reviewed by the department or hospital APT committee (DCAPT), School of Medicine Committee on [Appointments, Promotion and Tenure](#) (SOM CAPT ~~committee~~) and forwarded for approval by the dean, and then to the provost, president, and Board of Trustees of CWRU. The consideration of the award of tenure is made on separate review by both the DCAPT and the SOM CAPT based on the expectations of ongoing significant and sustained contributions to scholarship, and discovery in the School of Medicine. Tenure considerations are based on the outlook for a trajectory of sustained accomplishment, expectation of ongoing excellence in their field with substantive, long term and ongoing impact on the field and contribution to the School and University through externally supported research for a research-based investigator or in recognized innovation in education for outstanding educators. Clinical investigators, clinical scientists, and physician scientists would be expected to have a significant number of publications, evidence of external grant support, and impact on the field.

Bylaws (new text cont.)

- 5.5 Pretenure Period
- Align language with Faculty Handbook

For faculty in the tenure track, the final year of eligibility for SOM tenure is in the 8th year of appointment so that a decision by the SOM CAPT can be rendered and if tenure is not awarded, a final year of appointment letter can be transmitted by June 30. Should a faculty member request tenure review in their ninth year, and not receive tenure recommendation, their faculty appointment terminates on June 30 of that year.

~~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 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).~~

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

Bylaws (new text cont.)

- 5.6 Qualifications for APT
- Added that instructions on APT process reviewed and posted annually.

5.6: Qualifications for Appointments, Promotions and Granting of Tenure

Specific qualifications and standards applying to the School of Medicine shall be determined by the Faculty of Medicine and **are** appended to these bylaws. These qualifications and standards shall be reviewed every five years by the Faculty Council. Detailed instructions regarding these qualifications and standards shall be reviewed and approved by the dean on an annual basis and these instructions will be made available on the SOM Faculty Affairs website. The dean shall

Bylaws (new text cont.)

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

- Faculty's request and Chair's nomination for faculty appointment
- Multiple Appointments
- Special Process Considerations

Bylaws (new text cont.)

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

- Faculty's request and Chair's nomination for faculty appointment
- Multiple Appointments
- Special Process Considerations

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

All appointment and promotion assessments begin with a request made by the faculty candidate to the department chair.

a. Full-Time Faculty

The dean shall submit recommendations for aAppointments 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) presented by the department chairs or other persons as designated by the dean or initiated by the means as outlined in the Faculty Handbook,(3.

Bylaws (new text cont.)

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

- Faculty's request and Chair's nomination for faculty appointment
- **Multiple Appointments**
- Special Process Considerations

(1) Multiple Appointments

Within the confines of CWRU, faculty appointment that applies to more than one constituent faculty (School or College of CWRU), or to more than one department, or to an administrative office as well as an academic unit, the appointment may be identified either

- a. as a primary-secondary constituent faculty appointment or (2) as a joint appointment.

i. Primary-Secondary Appointments.

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.

(a) Secondary Appointments and Promotions

Secondary appointments at all ranks shall be recommended by the chair of the secondary department, require a positive recommendation by the DCAPT of the secondary department, require the concurrence of the primary department chair, and may be made at the discretion of the dean.

For promotion of a faculty's secondary appointment, that promotion requires the secondary department chair nomination, consideration and vote by the DCAPT of the secondary department, and may be made at the discretion of the dean.

Bylaws (new text cont.)

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

- Faculty's request and Chair's nomination for faculty appointment
- Multiple Appointments
- **Special Faculty**
- Special Process Considerations

b. Special Faculty Appointments ~~and Promotions~~, and Titles

Special Faculty appointed in the SOM will be designated using the prefixes of Clinical, Adjunct, Research, Visiting, or Emeritus faculty. The prefix Special Faculty appointments include a prefix and must be included when referencing the CWRU appointment publicly.

Special Faculty are ineligible for tenure.

Bylaws (new text cont.)

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

- Faculty's request and Chair's nomination for faculty appointment
- Multiple Appointments
- Special Faculty
- **Special Process Considerations**

D. Special Process Considerations.

The SOM will advocate for the creation of an expedited senior level appointment review process.

i. For senior level (associate professor and professor) Academic Track Appointments:—

Departments Chairs may request an expedited review for a candidate recruited at the same rank as held at their previous academic institution in the United States. A modified appointment process may be undertaken with the following :

- 1) Candidate's CV, personal statement, and copy of degree.
- 2) Nomination letter from the incoming chair
- 3) Letters from prior trainees and colleagues
- 4) Summary information regarding quality (with reviews) and quantity of faculty activities at the prior institution.

Faculty recommended for appointment to the tenure track or award of tenure are not eligible for expedited review.

ii Reinstatement within 2 years of leaving CWRU

Individuals returning to SOM, having held a prior appointment at rank from another institution within 2 years will be afforded expedited review by the SOM APT, upon request from the individual, documented with CV, and personal statement, letter from their incoming chair that includes position and support for faculty members scholarship activities, and a statement from the outgoing institution chair or dean that they depart in good standing and are not currently being investigated for misconduct.

Draft proposed SOM bylaws June 13, 2025

ARTICLE 1 - PURPOSE	3
ARTICLE 2 - THE FACULTY OF MEDICINE	4
2.1 Membership of the Faculty of Medicine	5
2.2 Officers of the faculty	5
2.3 Authorities and Powers of the Faculty of Medicine	6
2.4 Meetings of the faculty	7
2.5 Voting Privileges	8
2.6 Committees of the Faculty of Medicine	9
ARTICLE 3 - THE FACULTY COUNCIL	13
3.1 Purpose and functions of the Faculty Council	13
3.2 Membership of the Faculty Council	14
3.3 Election of the members of the Faculty Council	15
3.4 Terms of office of Faculty Council representatives	17
3.5 Officers of the Faculty Council	18
3.6 Committees of the Faculty Council	20
3.7 Meetings of the Faculty Council	25
3.8 Annual report of the Faculty Council	26
ARTICLE 4 – DEPARTMENTS AND DIVISION OF GENERAL MEDICAL SCIENCES (DGMS)	27
4.1 Organization of the Faculty into Departments and Division of General Medicine Sciences (DGMS)	27
4.2 Function of Departments	28
4.3 Academic Department Chairs	33
4.4 Establishment and Discontinuance of Academic Departments	35

Draft proposed SOM bylaws June 13, 2025

4.5 Review of Academic Departments	35
4.6 The Department of Biomedical Engineering	35
4.7 The Division of General Medicine Sciences (DGMS)	36
ARTICLE 5 - FACULTY APPOINTMENTS, PROMOTIONS, AND GRANTING OF TENURE	37
5.1 Classification of Appointments	37
5.2 Terms of Appointment	39
5.3 Academic Freedom	40
5.4 Tenure	41
5.5 The Pretenure Period	43
5.6 Qualifications for Appointments, Promotions and the Granting of Tenure	45
5.7 Tenure Guarantee	45
5.8 Rolling Appointments for Non-Tenure Track Professors	45
5.9 Consideration of Recommendations for Appointments, Promotions and Granting of Tenure	46
5.10 The Committee on Appointments, Promotions, and Tenure	51
5.11 Sabbatical and Special Sabbatical Leaves	53
ARTICLE 6 — AMENDMENT OF THE BYLAWS	54
APPENDICES	
APPENDIX I: Qualifications and Standards for Appointment, Promotion and the Award of Tenure for Faculty Members in the School of Medicine, Case Western Reserve University	

Draft proposed SOM bylaws June 13, 2025

ARTICLE 1 - PURPOSE

These Bylaws of the Faculty of Medicine and all amendments adopted hereinafter shall constitute the rules and regulations governing the conduct and procedures of the Faculty of Medicine in the performance of its duties and in the exercise of its authorized powers, as specified by the constitution of the University Faculty of Case Western Reserve University. They are intended also to clarify the organizational structure of the School of Medicine to facilitate rigorous participation by all faculty members in the scholarly, educational, and professional services activities of the school.

Draft proposed SOM bylaws June 13, 2025

ARTICLE 2 - THE FACULTY OF MEDICINE

2.1: Membership of the Faculty of Medicine

The Faculty of Medicine shall consist of (1) regular faculty, defined as all persons who hold full-time appointments in the School of Medicine and who have unmodified titles at the rank of professor, associate professor, assistant professor, senior instructor, instructor, and (2) special faculty, those who hold these ranks modified by the adjective clinical, adjunct, research, visiting, or emeritus/a. The president of the university, the vice-president of the university responsible for medical school activities, and an administrative officer from and selected by each affiliated hospital shall be members of the faculty *ex officio*. The Dean of the School of Medicine shall furnish annually to the secretary of the University Faculty a list of all full-time members of the faculty. A full-time faculty member is one who is a member of the University Faculty as defined in Article I of the Faculty Handbook of Case Western Reserve University. The Faculty of Medicine shall create a Faculty Council to which it shall delegate all powers not reserved to itself (described below in Article 3).

Draft proposed SOM bylaws June 13, 2025

2.2: Officers of the Faculty

The dean of the School of Medicine shall be chair of the Faculty of Medicine. The chair of the Faculty Council shall serve as vice-chair of the Faculty of Medicine. The Faculty of Medicine have a secretary who shall be appointed by the dean. The Secretary shall provide to the Faculty of Medicine due notice of all Faculty and Faculty Council meetings and the agenda thereof and supply the minutes of each meeting in a timely manner. The office of the dean shall supply appropriate administrative support for these functions.

Draft proposed SOM bylaws June 13, 2025

2.3: Authorities and Powers of the Faculty of Medicine

a. Authorities-

Those authorities delegated by the University Faculty to the Faculty of Medicine for the educational, research, and scholarly activities of the School of Medicine shall reside in the Faculty of Medicine.

b. Powers Reserved-

The regular faculty members of the Faculty of Medicine shall: (1) make recommendations to the dean for consideration and transmittal to the University Faculty Senate concerning the establishment, discontinuance, or merging of any department, and (2) act upon any matter of import referred to the Faculty of Medicine by the Faculty Council for its recommendation.

The regular faculty members of the Faculty of Medicine shall have the power to recommend approval of amendments to these bylaws and the power and obligation to elect (1) senators to the University Faculty Senate; (2) at-large members of the Faculty Council; (3) their departmental Faculty Council representative (see Article 3.3); and (4) a majority of the voting members of the standing committees listed in section 2.6a.

Draft proposed SOM bylaws June 13, 2025

2.4: Meetings of the Faculty of Medicine

a. Regular Meetings. The Faculty of Medicine shall schedule at least three meetings each academic year. The dean of the School of Medicine shall chair these meetings and describe the state of the medical school at one of the meetings. Another meeting shall have medical education as its main business. A third meeting will have an agenda approved by the Faculty Council with at least one-half of the meeting devoted to open forum items. In the event of university closure, a Faculty of Medicine meeting scheduled for that day shall be rescheduled.

b. Special Meetings. The Faculty of Medicine shall also meet on the call of the president or the dean, or on written petition of at least 30 faculty members presented to the Faculty Council, or at the request of the Faculty Council.

Draft proposed SOM bylaws June 13, 2025

2.5: Voting Privileges

a. A quorum of the faculty for both regular and special meetings shall consist of 100 members who are eligible to vote on the issue before the faculty as defined below (2.5c-2.5e). Proxies are not acceptable for purposes of either establishing a quorum or voting.

b. Special meetings of the faculty shall be conducted according to Robert's Rules of Order, Newly Revised. A majority of those present and voting shall be necessary to effect action.

c. Special faculty whose titles are modified by the adjectives adjunct or clinical may vote at meetings only on matters concerning the planning, approval, or execution of educational programs, the formulation of policies with regard to student affairs, appointment and promotion of special faculty, the election of members of committees dealing with such issues, and the election of their two representatives to the Faculty Council.

d. Emeritus, research, and visiting faculty members shall not be eligible to vote.

e. Prior to each faculty meeting, Faculty Council will determine which faculty members are eligible to vote on each issue scheduled for a vote, guided by 2.5c-2.5d above. If an issue is raised and brought to a vote *ad hoc* at a faculty meeting, the person chairing the meeting will determine who is eligible to vote based on the above criteria.

Commented [TC1]: Previously buried in "b", now made it's own paragraph. No change in wording from previous version.

Draft proposed SOM bylaws June 13, 2025

2.6: Standing Committees of the Faculty of Medicine

- a. The following Standing Committees shall be charged with specific responsibilities (as described more completely in each committee's Charge as approved by the Faculty Council):

(1) The Committee on Appointments, Promotions, and Tenure of the School of Medicine (SOM CAPT) shall review and make recommendations concerning all appointments or promotions to the ranks of associate professor or professor and the award of tenure, as outlined in Article 5.10.

(2) The Committee on Biomedical Research shall carry out the faculty's role in formulating policies related to the conduct of research in the School of Medicine on matters including but not restricted to the research portfolio, enabling technologies, research infrastructure, and biomedical workforce.

(3) The Committee on Budget, Finance, and Compensation shall serve as the Faculty's ~~principal~~principle forum for SOM budgeting, finances, and faculty compensation. This Committee will consult with Faculty and advise the SOM administration on relevant SOM policies and procedures.

Commented [TC2]: Correct word

(4) The Bylaws Committee shall consider proposed amendments to the Bylaws of the Faculty of Medicine and make recommendations concerning such proposed amendments to the School of Medicine Faculty Council. It shall also review proposals for new and amended charges of standing committees for the purpose of advising the Faculty Council regarding their compliance with the Bylaws prior to a vote by the Faculty Council. At least once every five years, the Bylaws Committee shall conduct a full review of these Bylaws.

(5) The Lecture Committee shall serve to select invited speakers who are to deliver the Bloomfield and Hanna lectures for the entire School of Medicine as well as other endowed lectureships that are intended to serve the School of Medicine community.

(6) The Committee on Medical Education shall evaluate, review, and make recommendations concerning the overall goals and policies of the ~~School's~~ School of Medicine's medical education programs.

Commented [TC3]: Consistent nomenclature

Draft proposed SOM bylaws June 13, 2025

(7) The Medical Student Admissions Committee shall participate in establishing admissions policies and procedures and in annual decision-making regarding individual medical student applications to the Case Western Reserve University School of Medicine.

(8) The Committee on Medical Student Promotion and Advancement shall have the responsibility for reviewing the total performance of all medical students and the authority to make decisions on medical student standing and student promotions. Each year it shall submit the lists of candidates for the award of the degrees of Doctor of Medicine, Master of Science in Physician Assistant Studies and Master of Science in Anesthesia to the Faculty Council (see Article 3.1a).

(9) The School of Medicine Program Review Committee shall review new graduate and undergraduate programs involving departments within the School of Medicine, major changes to existing programs (defined as a change to 50% or more of the curriculum), new joint degree and dual-degree programs and may also review other (non-MD) programs at the Dean's request.

(10) The Committee on Faculty Community and Representation shall act in an oversight and advisory capacity to identify factors that have impeded progress towards improving the status and well-being of all faculty in the School of Medicine and recommend ameliorative policies and actions to the School of Medicine (SOM) Faculty Council and Administration.

~~(10) The Committee on Women and Minority Faculty shall identify factors that have impeded progress toward maintaining and improving the status of women and minority faculty and recommend ameliorative policies and actions to the School of Medicine Faculty Council and Administration.~~

b. The majority of the voting members of each of these Standing Committees shall be elected by the regular members of the Faculty of Medicine. The number of non-voting members shall not exceed the number of voting members. The Dean may appoint members to any standing committee in accordance with the prescribed structure of each such committee as specified in its charge. The number of appointed voting members shall be less than the number of elected voting members. The chair of the Faculty Council

Commented [TC4]: Updated to reflect new committee name and charges recently approved by FC.

Commented [TC5R4]:

Draft proposed SOM bylaws June 13, 2025

shall solicit recommendations for committee chair appointments from each standing committee, and committee and then appoint one of the elected members of each as chair of that committee, unless other provisions for appointment of chairs are made in these bylaws (article 5.10a) or in the committee's charge document.

c. Standing committees shall be established or discontinued only by amendment of the School of Medicine Bylaws. The two committees that cannot be discontinued are the Standing Committee on Appointments, Promotion and Tenure, and the Standing Committee on Budget, Finance, and Compensation whose existence is mandated by the Faculty Handbook. The dean or the Faculty Council shall not appoint any *ad hoc* committee whose mission or charge substantially overlaps with those of the standing committees. The role of the Faculty Council in relation to standing committees is described in Article 3.1. The regular members of the Faculty of Medicine shall vote upon the nominees and shall elect the majority of voting committee members. The standing committees shall be reviewed by the Faculty Council at least once every five years. Standing committees may present proposed changes to their own charge for consideration by the Faculty Council. Prior to being voted upon by Faculty Council, the Bylaws Committee shall review these charges to ensure compliance with these Bylaws and the Faculty Handbook. In the event that an elected member of a standing committee of the faculty resigns during the term, the Nomination and Elections Committee of the Faculty Council shall appoint a replacement. The first choice should be the faculty member who received the next highest number of votes in the most recent election for this committee position. Should that individual be unavailable, the Nomination and Elections Committee shall appoint an alternate of its choosing to the committee. In either case, this appointee shall serve for the remainder of the term of the resigning member at the next regularly scheduled faculty election.

Commented [TC6]: Remove comma

Draft proposed SOM bylaws June 13, 2025

d. The dean shall be a non-voting member of all standing committees *ex officio*. Persons holding the office of assistant, associate, or vice dean may be regular members of any of these committees. Standing committees may include members holding the office of assistant, associate, or vice dean, as long as their number does not exceed 25% of the membership. The Committee on Medical Education and the Committee on Medical Student Promotion and Advancement are exempt from this rule. For these committees, the members holding the office of assistant, associate, or vice dean, shall not exceed 40% of the membership. Persons holding the office of assistant, associate, or vice dean may not chair a Standing Committee of the Faculty. Membership rosters of all standing committees shall be published on the SOM website and updated annually by July 1 or when a change in the roster occurs.

e. Any action taken in the name of a standing committee shall be made by majority vote. All members of a committee shall be supplied with minutes of the meetings of the committee and with copies of official recommendations of the committee.

f. The meetings of all standing committees shall be open to all members of the faculty except for those of the Medical Student Admissions Committee, the Committee on Medical Students, and the Committee on Appointments, Promotions and Tenure. Chairs of other committees may declare a meeting or part of a meeting closed to faculty attendance only if confidential personnel matters are to be discussed.

Draft proposed SOM bylaws June 13, 2025

ARTICLE 3: THE FACULTY COUNCIL

3.1: Purpose and Functions of the Faculty Council

The Faculty of Medicine delegates all powers not reserved to the Faculty of Medicine itself (see Article 2) to a Faculty Council. The Faculty Council shall serve as the Executive Committee of the Faculty of Medicine, in accordance with Article X.1 of the Bylaws of the Faculty Senate. The Faculty Council shall meet regularly to exercise its powers and obligations, which shall include but not be limited to the following:

- a. To act for the Faculty of Medicine regarding the planning and execution of educational programs and the formulation of policies concerning curricula, student admissions, and the conduct of research in consultation with the appropriate standing committee of the Faculty of Medicine. It shall review the requirements for the M.D. degree and the recommendations of the Committee on Medical Students regarding student standings and student promotions;
- b. To hear reports of the Standing Committees of the Faculty of Medicine and of the Faculty Council and recommend action on such reports;
- c. To make recommendations to the Faculty of Medicine concerning the establishment, discontinuance, and merging of departments;
- d. To make recommendations to the Faculty of Medicine concerning the establishment, discontinuance, and initial charge and representative composition of the membership of all Faculty of Medicine standing committees (see Article 2.6c);
- e. To elect a chair, a chair-elect, members of the Steering Committee, and the Faculty Council members of the Nomination and Elections Committee;
- f. To classify any issue requiring a vote of the faculty so as to determine the eligibility of the adjunct/clinical and student members to vote on that issue (per 2.4biii and 2.4bv); and
- g. To create *ad hoc* committees to make recommendations concerning its various functions and duties (see Article 3:6d).

Draft proposed SOM bylaws June 13, 2025

3.2: Membership of the Faculty Council

- a. Voting Members. Voting members of the Faculty Council shall include one representative of each academic department (all references hereafter to academic departments include the Division of General Medicine Sciences (DGMS), which has departmental status; see Article 4.7). These representatives shall be referred to as department representatives. An exception to the apportionment of one voting representative to each academic department is made for the Louis Stokes Cleveland VA Medical Center (VAMC; see Article 3.3d, below), where academic departments have not been established (as defined in the Faculty Handbook, Chapter 2, Article VII, Sec. B). Other voting members shall include two representatives from the special faculty whose titles are modified by the adjective adjunct or clinical, one representative from each affiliated institution, -10 representatives of the regular faculty elected at large, and the elected senator representing the School of Medicine on the executive committee of the University's Faculty Senate. All these representatives shall be members of the faculty.
- b. Non-voting Members. Non-voting members of the Faculty Council shall be the president of the University, the dean of the School of Medicine, the ~~-vice-~~dean for medical education of the School of Medicine, the chair of the Committee on Medical Education, and student members who shall include not more than two undergraduate medical students, one M.D.-Ph.D. student, and one Ph.D. graduate student. The student members shall be chosen by their respective groups. To facilitate communication between Standing Committees and the Faculty Council, if no member of a Standing Committee of the Faculty of Medicine is a voting member of the Faculty Council, the Faculty Council Chair may appoint one of the Standing Committee's elected members to serve as a non-voting *ad hoc* member, in accordance with each committee's charge. The Faculty Council Chair may invite other persons to attend designated meetings. Faculty Council meetings shall be open to the faculty. Faculty members may at any time request hearings before Faculty Council, but a request by a faculty member for a hearing before the Faculty Council must be made to the chair prior to the meeting of the Faculty Council.

Draft proposed SOM bylaws June 13, 2025

3.3: Election of the Members of the Faculty Council

Faculty members have the power and obligation to elect Faculty Council representatives (see Article 2.3). Elections shall be held by democratic process. Complaints concerning the occurrence of undemocratic selections of representatives shall be brought to the attention of the Chair of the Faculty Council.

- a. Departmental representatives: When the term of a departmental representative is coming to an end, the dean shall inform all full-time faculty members of that department. The department shall elect its new representative no later than April 30 of each year, with newly elected members beginning their terms of office on the following July 1. To be eligible to serve as a departmental representative to the Faculty Council, a faculty member must be appointed full-time and hold a primary appointment in that department.
- b. At-large representatives: The at-large representatives shall be nominated by the Nomination and Elections committee (see Article 3:6b) and shall be elected by the full-time members of the faculty. The dean shall be requested to supply the Nomination and Elections committee with a list of the basic and clinical science departments and rosters of the full-time faculty members with primary appointments in each department. Five at-large representatives shall be elected from basic science departments and five shall be elected from clinical science departments. There shall be at least two nominees for each of these positions. Those nominees who are not elected shall serve as alternates in the order of votes received (see Article 3:4). The terms of at-large Faculty Council members shall be staggered such that one or two basic science and one or two clinical science representatives are elected each year. No more than one at-large representative shall be from a single department or VAMC service group.
- c. Institutional representatives: Upon notification by the dean, full-time faculty based at each affiliated institution shall elect one of their members who has a primary base at that institution and who has not been elected a department representative to be a representative to the Faculty Council.
- d. VA representatives: All full-time faculty members whose hospital base in the VAMC will be assigned to one of six VAMC service groups to be represented (Medicine, Primary Care, Surgery/Anesthesiology, Research, Neuropsychiatry, and Diagnostic Services). The faculty members in each of these service groups will elect one representative. The dean

Draft proposed SOM bylaws June 13, 2025

will provide a list of the faculty members assigned to each service area before the start of each academic year. A VAMC faculty member is not eligible to vote in elections or serve as a representative for the department at UHMHC or other affiliate in which they hold their primary appointment but is eligible to serve as a clinical at-large representative.

- e. Special Faculty representatives: The nomination and Elections Committee (see Article 3:6b) shall nominate at least four members of the special faculty whose titles are modified by the adjective adjunct or clinical as candidates for representative to the Faculty Council. Two of these nominees shall be elected by the special faculty whose titles are modified by the adjective adjunct or clinical. The remaining nominees will serve as alternates in the order of votes received.

Draft proposed SOM bylaws June 13, 2025

3.4: Terms of Office of Faculty Council Representatives

Representatives shall serve for a period of three years. Representatives may not serve consecutive terms but may stand for election after an absence of one year. A department representative who is unable for any reason to complete a term of office shall be replaced by a full-time faculty member from the same academic department, elected by democratic process within that department. The new member shall complete the term of the former member and shall be eligible for reelection if the remaining term so completed has been less than two years. A departmental member on leave of absence shall be replaced during that leave by a faculty member from the same academic department, elected by democratic process within that department. Upon return from leave, the returned faculty member shall complete the original term of office. An at-large representative who is unable for any reason to complete a term of office shall be replaced by an alternate (per 3:3d) who shall serve during the remainder of the term or during the leave of the representative, as outlined for department representatives. A representative of the special faculty who is unable for any reason to complete a term shall be replaced by an alternate (see Article 3:3e) who shall serve during the remaining term or during the leave of the representative. A VAMC representative or a representative of another affiliated institution who is unable for any reason to complete a term shall be replaced by a full-time faculty member with a primary base at the same institution. That individual shall be chosen by the same mechanism as the original representative, and shall serve for the remaining term or during the leave of the original member, as outlined above for department representatives.

Members who have three absences from Faculty Council meetings in one year must resign from the Faculty Council unless their absences were excused by the chair of the Faculty Council. A warning letter will be sent to the Faculty Council member after two absences, with a copy to the department chair. Selection of replacements for members who resign is discussed in the preceding paragraph.

Draft proposed SOM bylaws June 13, 2025

3.5: Duties, Election and Succession of the Officers of the Faculty Council

Officers of the Faculty Council shall normally serve three contiguous one-year terms as chair-elect, chair, and past-chair, starting each position on the first of July of subsequent years.

a. Chair-election-

Each year in the month of May the Faculty Council shall elect a new chair-elect from among its current voting members (see Articles 3.2a and 3.6b). The Nomination and Elections Committee shall strive to nominate at least two candidates for this position. The chair-elect shall serve as vice-chair of the Faculty Council during the first year following election and succeed to the chair position the following year. As vice chair, this officer shall serve as an ex officio member of the Faculty Council Steering and Nomination and Elections committees and assume duties of the chair whenever the latter is unable to do so. If the Faculty Council chair-elect/vice chair is unable to complete his or her term, or becomes chair earlier than anticipated due to vacancy in the chair position, there shall be a special election for a new chair-elect within 30 days of the vacancy. This newly elected chair-elect shall complete the term of the previous office-holder. However, the timing of subsequent succession to the chair and past-chair positions shall depend on the primary cause for the special election in which the new chair-elect was elected. If the special election was necessitated by a vacancy in the chair-elect position, this succession shall proceed as usual. If the primary cause of the special election was a vacancy in the chair position, succession of the new chair-elect to chair and past-chair positions shall proceed as outlined in the next paragraph (3.5b).

Commented [TC7]: Comma removed between "committees" and "and"

Commented [TC8]: Not hyphenated

b. Chair-

The chair shall preside over Faculty Council meetings, serve as chair of the Steering Committee, serve as ex officio member of the Nomination and Elections Committee, and succeed to the past-chair position the following year. If the Faculty Council chair is unable to complete his or her term, the vice chair of the Faculty Council shall assume this position. If this vacancy occurs on or after the first of February, there will be no chair-elect election the following May, as both the new chair and newly elected vice-chair (see 3.5a, above) shall continue to serve in their positions the following year as well. If this vacancy in the chair position occurs before the first of

Draft proposed SOM bylaws June 13, 2025

February, the new chair may choose to continue to serve as chair the following year and shall notify the Secretary of the Faculty of Medicine of their decision within a week of assuming the position. If the new chair chooses to continue to serve as chair the following year, the new vice-chair shall also remain vice chair the following year, and no new chair-elect will be elected in May. However, if the new chair chooses not to continue to serve as chair the following year, a new chair-elect shall be elected in May as usual, and the vice-chair will ascend to chair the following first of July.

c. Immediate past chair-

Following completion of the term as chair, the immediate past chair of the Faculty Council shall serve one additional year as an ex officio member of both the Faculty Council and its Steering Committee. The immediate past chair shall also assume duties of the chair on the rare occasion that both the chair and vice-chair are unable to do so. If the Faculty Council ~~immediate past-past chair is-is~~ unable to complete his or her term, the Steering Committee may ask the chair of Faculty Council to appoint an *ad hoc* voting member to serve on the committee for the remainder of the year. The dean shall be requested to provide administrative support to these officers. For additional procedures to be followed in the election of the officers and committees of the Faculty Council, see article 3:6b.

Commented [TC9]: Spelling corrections

Draft proposed SOM bylaws June 13, 2025

3.6: Committees of the Faculty Council

a. ~~Steering Committee-~~

The Steering Committee shall consist of eight members: the chair of the Faculty Council, the vice-chair of the Faculty Council, the immediate past chair of the Faculty Council, and five other Faculty Council members who shall be elected by the Faculty Council for one-year terms. These members may be reelected successively to the Steering Committee for the duration of their terms as members of the Faculty Council. The chair of the Faculty Council (or the vice-chair of the Faculty Council in the absence of the chair) shall serve as chair of the Steering Committee. The Steering Committee shall set the agenda for meetings of the Faculty Council. The Steering Committee shall be empowered to act for the Faculty Council between meetings. Steering Committee meetings may be canceled by proposal of the chair of Faculty Council and majority vote of the Steering Committee members. The Steering Committee shall report all actions and recommendations to the Faculty Council. Steering Committee meetings shall be conducted according to Robert's Rules of Order, Newly Revised. The Steering Committee shall act for the Faculty Council and faculty in reviewing actions of the Committee on Appointments, Promotions and Tenure in order to ensure equity, adherence to published guidelines, and proper procedure. The Steering Committee shall consult with the dean on such matters as the dean brings before it. The Steering Committee shall advise the president concerning the appointment of an interim or acting dean of the School of Medicine.

b. ~~Nomination and Elections Committee-~~

The Nomination and Elections committee shall nominate (1) candidates for the chair-elect of the Faculty Council from the eligible pool (all current voting members, see Article 3.5), (2) candidates for the Steering Committee, and (3) Faculty Council candidates for the Nomination and Elections Committee. The committee shall consist of eleven members: the dean, the chair of the Faculty Council, the vice-chair of the Faculty Council, three other Faculty Council members, and five full-time faculty members who are not members of the Faculty Council, one each from CWRU Basic Sciences, CCLCM, MHMC, UHMC, and VAMC. The three Faculty Council members of the Nomination and Elections Committee shall be elected at large by the Faculty Council and shall serve

Draft proposed SOM bylaws June 13, 2025

for the duration of their terms as Faculty Council members. The five non-members of the Faculty Council shall be elected by ballot by the Faculty of the respective institution (CWRU Basic Sciences, CCLCM, MHMC, UHCMC, and VAMC) and shall serve three-year terms. The chair will be elected from the members of the committee annually.

The Nomination and Elections Committee shall nominate (1) candidates for the chair-elect of the Faculty Council from the eligible pool (all current members, see Article 3.5), (2) candidates for the Steering Committee, and (3) Faculty Council candidates for the Nomination and Elections Committee. A list of candidates for the members of the Steering Committee, and the Faculty Council members of the Nomination and Elections Committee shall be distributed to all members of the Faculty Council prior to the May Faculty Council meeting. During the May meeting, additional nominations for all these offices shall be invited from the floor, after which the list of candidates will be finalized. Elections will commence during the week following the May meeting and remain open for at least 14 calendar days. Elections shall be conducted by electronic voting. Ballots shall include a space for write-in candidates and clearly state when elections will close. No late votes will be accepted. Elections of a floor or write-in nominee requires the nominee's consent. Candidates for chair-elect will also be candidates for the Steering Committee and will be so listed on ballots. Faculty Council members shall vote for one nominee for chair-elect and for six members of the Steering Committee. The five persons with the highest number of votes, excluding the person elected to the office of chair-elect, shall be elected to serve on the Steering Committee. If either the Steering Committee or the Nomination and Elections Committee perceives a significant deficit in the representation of faculty constituencies within its membership following the annual election, either committee may ask the chair of Faculty Council to appoint a single ad hoc voting member to serve on the respective committee for the remainder of the year. In the case of the Steering Committee, the appointee should be a current member of the Faculty Council. In the case of the Nomination and Elections Committee, the appointee should be a regular member of the Faculty of Medicine.

In addition, the Nomination and Elections Committee shall nominate (1) candidates for the at-large representatives to the Faculty Council, (2) candidates for the representatives of the special faculty whose titles are modified by the adjective adjunct or clinical to the

Draft proposed SOM bylaws June 13, 2025

Faculty Council, (3) candidates for standing committees of the Faculty of Medicine, and (4) candidates for the University Faculty Senate. In the case of at-large representatives, senators, or members of the Committee on Appointments, Promotions, and Tenure, the number of candidates shall be at least twice the number of positions to be filled. The Nomination and Elections Committee shall place on the ballot any self- or peer-nominated candidate who consents to run and meets the eligibility requirements for service, as specified in these Bylaws or in the charge of the corresponding committee. The Nomination and Elections Committee shall also actively recruit candidates and strive to produce a diverse slate of nominees, considering gender, race, institutional affiliation and representation of basic and clinical departments. Accordingly, the Nomination and Elections Committee shall strive to have at least two of the ten SOM senator [positions filled by faculty members with a primary appointment in a basic science department, and at least two of the ten by those with a primary appointment in a clinical department. However, a candidate for the Senate or for a standing committee may not be put on the ballot if in winning the election they would occupy more than two combined memberships of the Senate and standing committees of either the Faculty Senate or the Faculty Council. Service as a Faculty Council representative or an *ad hoc* committee of the Faculty Council or of the dean is not included in this count). Exceptions will be made only if the Nomination and Elections Committee is unable to recruit enough candidates to fill a committee vacancy. Elections shall be conducted by email or other electronic means, using a ranked choice voting system. Ballots shall include a clear explanation of the preferential voting system. Ballots listing candidates for Faculty Council, senators, and standing committees of the faculty shall be mailed to all full-time members of the faculty. Ballots listing candidates for the representatives of the special faculty on the Faculty Council shall be distributed to all special faculty whose titles are modified by the adjective adjunct or clinical. Ballots listing candidates for committees dealing with the planning and approval of the curriculum, the execution of the instructional program, and the formulation of policies with regard to student affairs shall be distributed to all members of the faculty. Elections shall be conducted as far in advance of the completion of the terms of sitting members as is practicable. Elections shall be conducted by email or other electronic means. All electronic ballots shall provide space

Draft proposed SOM bylaws June 13, 2025

for write-in candidates. At least two weeks shall be allowed between the distribution of all ballots and the close of the election and determination of election results. Distribution of the ballots and the determination and publication of the election results shall be the responsibility of the Nomination and Elections Committee. After each election, the Committee shall count the votes and publish all the vote totals. Any irregularities or issues in the conduct of the elections shall be investigated and resolved by the Committee. The Nominations and Elections Committee shall report its investigation and resolution to the Faculty Council and the Faculty of the School of Medicine. The dean shall be requested to supply administrative support for the elections.

- c. Special Committee to Nominate Candidates for the Search Advisory Committee to the President on the Selection of the Dean of the School of Medicine.

This special nominating committee shall be formed when needed and shall consist of the chair of Faculty Council, three other members of the Steering Committee of the Faculty Council, three elected members of the Nomination and Elections Committee, and four academic department chairs (two Basic Science, two Clinical) of the School of Medicine. The chair of the Faculty Council shall serve as chair of this special nominating committee, and the other ten members shall be elected by their respective groups. The majority of the nominees for the Search Advisory Committee selected by this special nominating committee shall be full-time members of the Faculty of Medicine. The president is requested to consider these nominees when appointing members of the Search Advisory Committee.

In the early stages of the search for the dean of the School of Medicine, the chair of the Faculty Council shall solicit recommendations, opinions, and advice regarding selection of the dean from members of the Faculty of Medicine by mail and submit these views directly to the Search Advisory Committee. When a final list of candidates for the position of dean has been assembled, the Search Advisory Committee is requested to solicit the views and advice of the Steering Committee of the Faculty Council on the ranking of the candidates.

- d. Other Committees of the Faculty Council.

Draft proposed SOM bylaws June 13, 2025

The Faculty Council may create other standing and *ad hoc* committees of the Faculty Council to carry out specific functions and duties assigned to it. ~~These committees~~ These committees may include members who are not Faculty Council members.

Draft proposed SOM bylaws June 13, 2025

3.7: Meetings of the Faculty Council

- a. The Faculty Council shall meet at least once every two months from September through June of each academic year. A faculty Council meeting may be canceled by proposal of the chair of Faculty Council and the majority vote of the Steering Committee members, except when canceling such a meeting would violate the mandate above. Special meetings may be called by a majority vote of the Steering Committee, by a written petition of 10 members of the faculty addressed to the chair of the Faculty Council, or by the dean.
- b. The agenda for each meeting shall be prepared by the Steering Committee, posted electronically, and sent electronically to all faculty members at least one week in advance of regular meetings and at least two days in advance of special meetings.
- c. Minutes of the meetings shall be kept and shall be distributed in a timely fashion to Faculty Council members, to the dean, to all department chairs, and to each member of the Faculty of Medicine. Approved minutes shall be posted electronically and sent electronically to all faculty members. The dean is requested to provide administrative support for this purpose.
- d. The meetings shall be conducted according to Robert's Rules of Order, Newly Revised. A parliamentarian may be appointed by the Faculty Council Chair in order to facilitate orderly transaction of business. A quorum of the Faculty Council shall consist of 50% of the voting members. When members cannot attend the Faculty Council meeting at the physical location specified in person, Faculty Council shall allow for electronic attendance and voting as long as: 1) the quorum will be determined at the beginning of the meeting by posting the roll call (i.e. names of those in attendance in the room and attending remotely), and will be monitored throughout the meeting; 2) a majority of the votes cast, or a greater proportion as indicated by the adopted Parliamentary Authority, shall be necessary for the adoption of motions; and 3) the technology used for electronic meetings shall allow the members full access to and full participation in all meeting transactions in real time. The Dean is requested to provide administrative support for this purpose. Elected members may not designate alternates for council meetings or vote by proxy in council meetings. Faculty Council members may vote in absentia by mail in the election of officers and standing committees of the Faculty Council (see article 3.6b).

Draft proposed SOM bylaws June 13, 2025

3.8: Annual Report of the Faculty Council

Each year the chair of the Faculty Council shall submit to the faculty a report on the activities of the Faculty Council.

Draft proposed SOM bylaws June 13, 2025

ARTICLE 4 – DEPARTMENTS

4.1: Organization of the Faculty into Departments

- a. The Faculty of Medicine shall be organized into departments representing academic disciplines as specified in the Faculty Handbook, Chapter 2 (Organization and Constitution of the University Faculty), Article VII, Sec. B. Departments and Centers in DGMS shall plan and execute programs of research and scholarship and of professional activity and shall train medical students, graduate students, and, in some cases, undergraduate students in its discipline.
- b. Each member of the Faculty of Medicine shall have a primary appointment in an academic department or DGMS, which has departmental status (see Article 4.7).

Draft proposed SOM bylaws June 13, 2025

4.2: Function of Departments

- a. Each department shall provide a central administration for its academic disciplines.
Each department and DGMS shall be responsible for the teaching in its discipline in the School of Medicine, through the core academic program's committee structure and the other units of the undergraduate medical curriculum and in the affiliated hospitals. Each department shall also allocate resources to support its educational, research, and scholarly activities (Faculty Handbook, Chapter 2, Article VII, Section B). These responsibilities shall be exercised by the academic department chairs in conformity with the curricular policies, organization, and components that are specified by the faculty and the dean with the exception of DGMS where the dean serves as chair (see Article 4.7). Each department may assume responsibility for teaching in its discipline in the other schools of the health sciences and in the undergraduate and graduate curricula of the University as determined by need and negotiation. Where appropriate, each department shall plan and implement graduate programs leading to such graduate degrees as are authorized by the University and shall be responsible for the content of the curricula in its discipline in the several programs specified above. Each department shall plan and execute programs of research and of professional activity and shall train medical students, undergraduate students, and graduate students and, in some cases, undergraduate students in its disciplines. Each department shall maintain and staff the facilities which lie within its jurisdiction and shall enlist the cooperation of other departments or of affiliated teaching institutions where this shall be necessary for the execution of its mission. Each department shall elect one representative to the Faculty Council.
- b. Each department or, at the request of the hospital affiliate's Associate Dean or Executive Dean and with the consent of the Dean of the School of Medicine, each affiliated hospital, shall establish a Department or Affiliated Hospital Committee on Appointments, Promotions, and Tenure (or Appointments and Promotions only, if appropriate) (all hereinafter "DCAPT~~s~~") for the purpose of making recommendations concerning appointments and promotions and if appropriate awards of tenure. The department chair or affiliated hospital associate dean or executive dean shall nominate faculty annually for service on the DCAPT for the SOM Dean's approval. The department chair shall also nominate a faculty member holding a primary appointment in the department (or the

Draft proposed SOM bylaws June 13, 2025

affiliated hospital, if appropriate), preferably at the rank of tenured Associate Professor or Professor, to serve as the DCAPT committee chair.

- c. DCAPTs may comprise all the faculty members holding full-time primary appointment in the department, except as provided in paragraph 4.2(d), and may also include faculty holding secondary appointments in the department but holding primary appointments outside the department or school in any of the University's constituent faculties. Alternatively, department chairs may nominate at least three faculty members from among the primary full-time faculty (and other faculty) to serve as the committee.
- d. Department chairs themselves shall not be members of their respective department's DCAPTs. Instead, they shall serve as the initiator for the appointment, promotion, and tenure of candidates, attending DCAPT meetings for the purpose of presenting candidates for the committee's consideration, entering into discussion with the committee and answering its questions, and otherwise being excused from the room. Department chairs shall not be present for DCAPT voting. If a department chair does not support a faculty member for promotion and/or tenure, the faculty member may self-nominate. Should a faculty member take advantage of the self-nomination process, the DCAPT chair shall invite the department chair as well as an advocate, selected by the candidate from among the CWRU faculty, to the meeting at which the self-nomination for promotion or tenure award is discussed to provide the department chair and advocate with the opportunity to offer his or her perspectives. The advocate and department chair shall present separately and neither shall be present for the vote. If the DCAPT does not recommend in favor of the promotion, a faculty member may self-initiate, as described in the Faculty Handbook (Chapter 3, Article I, Section I, Initiation of Recommendations).
- e. The paragraph above, however, shall not restrict department chairs from serving on an affiliated hospital's committee concerned with appointments, promotions, or tenure. Where department chairs serve on such committees, they may serve as the as described above and they may remain present during the discussion and voting, but in no case shall a department chair (or other committee member) cast a vote regarding the appointment, promotion, or tenure of a candidate whom she or he nominated for appointment, promotion, or tenure.

e.

Draft proposed SOM bylaws June 13, 2025

- f. Department chairs have wide discretion to nominate faculty for service on the DCAPT, but the following principles should be observed. If at all possible, at least two-thirds of the committee should be composed of tenured faculty in the department at the rank of associate professor or professor. The DCAPT's membership should include both tenured and non-tenured faculty; each committee, with the exception of the Cleveland Clinic Lerner College of Medicine Committee (CCLCM), shall include at least three tenured faculty members, so tenure votes are not determined by only one or two voters. Preference shall be given to tenured faculty holding primary appointment in the department. Tenured faculty holding secondary appointment in the department ("tenured secondary faculty") may be appointed to the committee 1) in addition to all tenured faculty holding primary appointment in the department ("tenured primary faculty") in order to reach the minimum of three or 2) to exceed it, but in this case the number of tenured secondary faculty may not exceed the number of tenured primary faculty on the committee. Women and minority faculty should be represented if at all possible; adjunct and/or clinical faculty may be nominated for committee membership at the chair's discretion to vote on promotion of special faculty.
- g. Department or affiliated hospital ~~DCAPTs~~ (DCAPTs) shall review faculty holding or proposed for holding primary appointment in the department/affiliated hospital in order to make recommendations concerning 1) appointment, promotion, and/or award of tenure; 2) third and sixth year pretenure reviews for tenure-track faculty; 3) concerning readiness for promotion for each full-time assistant and associate professor in the non-tenure track (referred to as the "academic track" in the SOM Bylaws and in Appendix 1 Qualifications, Standards, and Guidelines for Faculty Appointments, Promotion and Granting of Tenure for the School of Medicine) ~~track~~ no later than six years after appointment or promotion to that rank and at least every six years thereafter; and 4) other actions as appropriate. Copies of reviews under 2) and 3) above shall be provided to the individual faculty member reviewed; copies of all reviews shall be provided to the dean's office.
- h. DCAPT recommendations shall be made by the DCAPT chair (unless he or she is the candidate) after a vote by the DCAPT. The DCAPT chair shall convene a meeting for the purpose of voting, for which notification shall be made sufficiently in advance to allow

Draft proposed SOM bylaws June 13, 2025

those unable to attend to vote by written absentee vote. All members of the committee may participate in discussion of all recommendations for appointment, promotion, and tenure. On recommendations involving promotion, only faculty of rank equal to or superior to that being considered shall be eligible to vote. On recommendations involving tenure, only faculty with tenure shall vote. Recommendations shall require a majority (more than half) of those eligible to vote. In order for a recommendation to be made, at least three eligible committee members must cast a vote.

- i. Affirmative recommendations for faculty appointments and all other recommendations from a DCAPT shall be communicated to the department chair by the DCAPT chair in a letter which records the numerical vote and reflects the deliberations of the DCAPT, pro and con. Before transmission, this letter shall be made available for inspection by the faculty members who participated in the vote. If a faculty member believes the letter to express inadequately the committee's deliberations, he or she may send independently to the DCAPT chair a statement of such opinion, which shall be appended to the committee's letter for higher reviews. The department chair shall forward the DCAPT recommendation letter to the dean and is expected to add his or her recommendation, which may or may not be the same as the DCAPT's recommendation, in a separate letter to the dean.
- j. DCAPT meetings shall be conducted in confidence. All votes shall be conducted by written secret ballot and shall be tabulated by the committee secretary. Candidates shall not be present at committee meetings (or portions thereof) at which their candidacy is discussed and/or voted upon. Committee deliberations and votes are confidential and must not be discussed outside the committee with anyone, including the candidates.
- k. Recommendations concerning appointment, promotion, and tenure shall be governed by the then-current Qualifications and Standards for Appointment, Promotion, and the Award of Tenure for Faculty Members in The School of Medicine, Case Western Reserve University (Appendix I of these Bylaws) and the relevant sections of the Faculty Handbook. Committee discussions shall be confined to matters relevant under the Standards and Qualifications. Specifically prohibited from discussion are such matters as gender, race, minority status, disability status, veterans status, and sexual orientation or marital/partner status.

Draft proposed SOM bylaws June 13, 2025

- l. Tenure/Track faculty with primary appointments in Clinical Departments are required to have a secondary appointment in a Basic Science Department. In addition to the primary clinical DCAPT's recommendation, the secondary basic science DCAPT recommendation must be included in the faculty appointment, promotion and pretenure reviews.
- m. Emeritus appointments are submitted by the faculty's primary department only.

Commented [TC10]: New to bylaws.

Commented [ND11R10]: Changed "will be" to "are" required

Commented [ND12R10]: Amended language to reflect primary clinical and secondary basic science departments.

Commented [ND13R10]: Modified the Emeritus to state the application is submitted by the primary department only.

Draft proposed SOM bylaws June 13, 2025

4.3: Academic Department Chairs

- a. Each academic department shall have an academic chair appointed by the president of the University on recommendation of the dean with the exception of DGMS where the dean serves as chair. In order to select candidates, the dean will appoint a search committee in consultation with Faculty Council, which shall normally be multi-departmental in composition, to provide a slate of candidates from which the selection will normally be made. The search committee shall include representation from the full-time faculty of the department in question. The department faculty representation shall consist of at least one full-time faculty member elected by the full-time faculty of that department. The search committee shall identify its membership to the academic department and indicate its ready availability, particularly that of the elected full-time departmental representative member(s) of the search committee, to receive suggestions, views and advice from interested individual department members or from the entire academic department throughout the search process. Verbal and/or written suggestions, views, and advice directed to any member of the search committee should be transmitted promptly to the whole search committee, unless specified otherwise by the departmental member offering such suggestions, views and advice.

All department chairs shall be selected in strict accordance with the university policy governing affirmative action.

The president will appoint acting or interim department chairs after receiving the recommendations of the dean. Before making recommendations, the dean shall seek the advice of a committee consisting of the Steering Committee of the Faculty Council and the Faculty Council representative from the department for which an acting or interim chair is to be appointed. When a member of the Steering Committee or the Faculty Council representative is a candidate for acting or interim department chair, the chair of the Faculty Council shall designate an alternate member from the department to serve on the advisory committee. The advisory committee shall identify expeditiously its membership to the academic department and indicate its ready availability, particularly that of the representative from the department, to receive suggestions, views and advice from interested individual department members or from the entire academic department.

Draft proposed SOM bylaws June 13, 2025

Verbal and/or written suggestions, views and advice directed to any member of the advisory committee should be transmitted promptly to the whole advisory committee, unless specified otherwise by the departmental member offering such suggestions, views and advice. This process shall take place as expeditiously as possible before the advisory committee makes its recommendations to the dean.

- b. Each department chair or an appropriate designee shall meet annually with each full-time faculty member to review performance and to set future goals. The department chair or the appropriate designee shall then provide a written summary of each evaluation to the faculty member, with a copy provided to the dean. For departments that choose to use the Faculty Activity Summary Form (FASF), any changes to that form must be approved by Faculty Council prior to their incorporation into the document.
- c. The chair of an academic department may reside at the School of Medicine or at any one of its affiliated institutions.
- d. Any individual service of an established academic department in an affiliated teaching institution may petition the Faculty of Medicine for independent status as a separate academic department, autonomously representing the academic discipline. The chair of each such independently established academic department shall be selected in accordance with section 4:3a and appointed by the president on recommendation of the dean. The dean is requested to seek the advice of the Steering Committee and elected departmental member(s), as outlined in article 4:3a, before making recommendations to the president.
- e. All chairs of academic departments and all directors of individual services of affiliated institutions within a single discipline should meet regularly to coordinate their university-related functions.
- f. At least once a year, the Department Chair will call a meeting of their faculty for the purpose of identifying and defining issues pertinent to the mission of the Department.

Draft proposed SOM bylaws June 13, 2025

4.4: Establishment and Discontinuance of Academic Department

Petitions to establish, discontinue or merge academic departments shall be submitted to the Faculty Council for review. The Faculty Council shall submit all petitions recommended for approval along with their rationale to the Faculty of Medicine for its consideration. Petitions recommended for approval by the Faculty of Medicine shall be forwarded to the Dean for consideration. The Dean will transmit the petition along with his/her recommendation to the University Faculty Senate for consideration (see Article 2:3b).

4.5: Review of Academic Departments

Periodic review of each department by persons external to the department is important for evaluation of the functioning of that department by the faculty and the dean. A committee appointed by the dean shall review each academic department at intervals no greater than 10 years. The review committee shall include at least one outside consultant. The dean shall transmit the review committee's report and recommendations to the chair of the Faculty Council. Departmental faculty shall be provided with an executive summary.

4.6: The Department of Biomedical Engineering

The Department of Biomedical Engineering is currently unique among the departments. Created by action of the Board of Trustees in 1968, it is a single department jointly based in the School of Medicine and the School of Engineering. The department chair will designate each faculty member, at the time of initial appointment, as being principally based in the School of Medicine or the School of Engineering. The principal designation will determine which School's pretenure period and which School's process and qualifications and standards for appointment, promotion, and award of tenure shall govern the appointment. In other respects, faculty in the department shall enjoy the rights and privileges and duties and responsibilities of faculty in both Schools.

4.7: The Division of General Medical Sciences (DGMS)

DGMS was established in 1986 and granted departmental status by the Board of Trustees. As such, DGMS has a representative to Faculty Council and a DCAPT. Faculty may hold a primary appointment in DGMS. DGMS is composed of specialized centers, each with budgetary autonomy, that allocate resources to support their educational, research and scholarly activities. Each center is headed by a director who recommends candidates for faculty appointment, promotion and tenure and is responsible for conducting annual reviews of full-time faculty members. The Dean of the School of Medicine shall serve as the Chair of DGMS and shall appoint an advisory committee composed of three basic science and three clinical department chairs. DGMS centers may be established or closed by the Dean with the approval of the Advisory Committee; these actions do not require approval of the Faculty Senate or the Board of Trustees. Faculty with primary appointments in DGMS shall retain their primary appointment in DGMS in the event of center closure. In all other regards, DGMS is the equivalent to an academic department.

Draft proposed SOM bylaws June 13, 2025

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

5.1: Classification~~s~~ of Appointments

a. An appointment will be classified as follows:

- (1) Initial, renewal, or continuing (for appointments with tenure or for appointments past the first year of several year terms), AND
- (2) An appointment shall be classified as full-time, or part-time, AND
- (3) An appointment shall be classified by academic title, AND
- (4) An appointment shall be classified as “with tenure”, “tenure track”, non-tenure track (referred to as “academic track” in the SOM bylaws and in the Appendix 1 Qualifications, Standards, and Guidelines for Faculty Appointments, Promotion and Granting of Tenure for the School of Medicine), or “special.”

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 regular or special (as defined in the faculty Handbook Chapter 3, Article I);

Commented [TC14]: Update based on Faculty Handbook, p33.

- b. 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. 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. If 50% or more of compensation is paid through the University, the full-time faculty member is eligible for fringe benefits.
- c. 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 (~~academic track non-tenure track~~); or (d) special, which will include the prefix adjunct, clinical, research, 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. Research faculty appointments are issued for CWRU employed full-time faculty at the time of their initial hire for an interim period up to one year until approval of the full appointment by the Board of Trustees. Visiting faculty

Draft proposed SOM bylaws June 13, 2025

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.

- d. 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).
- e. 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. All tenure-track or tenured appointments based in a hospital department are required to be recruited in a manner compliant with CWRU SOM and University recruitment policies. All tenure-track appointments recruited into a clinical department are required to secure a secondary appointment in a SOM basic science department approved in writing by the basic science chair as a co-signatory of the SOM faculty offer letter. Responsibility for the initiation of consideration of re-appointment, promotion, award of tenure, or termination shall rest with the primary unit.
 - a. Faculty with joint appointments have full rights as a faculty member in both constituent faculties or departments. The notice of appointment shall be issued jointly by the two constituent faculties or departments. Consideration of appointments, 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)

Formatted: Highlight

Formatted: Highlight

Commented [TC15]: From "tenure Track Faculty Defined" section of proposed APT document

Draft proposed SOM bylaws June 13, 2025

f. Transfer of Track

(1) Transfer from the ~~Non-Tenure~~academic track to the ~~t~~Tenure track

Like all appointments on the tenure track, a transfer to a tenure track appointment required the nomination of the department chair, an affirmative vote of the DCAPT, and approval by the dean and provost. The appointment into the tenure track should normally occur at the time of appointment at the level of assistant professor and but may occur at the rank of associate professor or professor when appropriate based on the candidate's credentials. The date of appointment closest to July 1 of the year signifies the start of the "tenure clock". If transfer to the tenure track takes place later, the initial faculty appointment date at the rank of assistant professor or higher becomes the default start of the tenure clock, and requests for extension must be made to the dDean for consideration and must be approved by the pProvost.

Formatted: Highlight

(2) Transfer from the ~~t~~Tenure ~~t~~Track to the ~~Non-Tenure~~academic ~~t~~Track.

Faculty on the ~~t~~Tenure ~~t~~Track may transfer to the ~~Non-tenure~~ Trackacademic track any time before the start of their 9th pretenure year (also referred to as the mandatory tenure year). Faculty are required to state such a request in writing to their department chair and the dean. Once this letter is received, the faculty will be issued a new appointment on the non-tenure trackacademic track. Once a faculty transfers from the tenure track to the academic non-tenure track, they are ineligible to transfer back to the tenure track.

Formatted: Highlight

Commented [TC16]: From "tenure track faculty defined" section of proposed APT document

Commented [SW17R16]: This section does not describe process of moving from academic to tt

Commented [ND18R16]: Added "Like all appointments on the tenure track, a transfer to a tenure track appointment required the nomination of the department chair, an affirmative vote of the DCAPT, and approval by the dean and provost."

Commented [TC19]: New to bylaws.

5.2: Terms of Appointment (check consistent with FH)

All faculty of the SOM will receive, review, and accept an annual reappointment letter.

a. Length of appointment

~~a.~~ 1. Appointments with tenure shall be of unlimited duration until retirement, subject only to termination for just cause (defined ~~see~~ below).

Commented [TC20]: Grammar change

~~b.~~ 2. 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.

~~c.~~ 3. ~~Non-tenure~~Academic track appointments are renewable and shall normally be made for a term of one to five years. ~~Non-tenured full-time faculty members who receive a non-reappointment letter maintain an appointment for the period as specified~~ede in the Faculty Handbook.

~~d.~~ 4. Special appointments shall be made for terms of one year or less.

Draft proposed SOM bylaws June 13, 2025

b. ~~All faculty of the SOM will receive, review, and accept an annual reappointment letter.~~

Commented [TC21]: New to bylaws.

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.

Draft proposed SOM bylaws June 13, 2025

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. The School of Medicine also expects faculty to comply with the within the guidelines of academic professionalism of CWRU, and compliance with federal regulations. Non-tenure-eligible Academic track colleagues shall derive protection by general extension of these principles of academic freedom.

Commented [TC22]: Expanded language

Commented [TC23R22]: Are there these guidelines?

When awarded, academic tenure rests at the constituent faculty level (in the School of medicine SOM) rather than at the department level and is maintained by CWRU. While some medical centers may require staff to have a faculty appointment, most medical center-based faculty will not pursue a tenure appointment as part of their condition for employment. 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 1, Section E).

Commented [SW24]: What exactly does this mean? You can't be hired with tenure?

Commented [TC25]: From proposed APT doc

The award of tenure is proposed by the department chair and reviewed by the department or hospital APT committee (DCAPT), School of Medicine Committee on Appointments, Promotion and Tenure (SOM CAPT-committee) and forwarded for approval by the dean, and then to the provost, president, and Board of Trustees of CWRU. The consideration of the award of tenure is made on separate review by both the DCAPT and the SOM CAPT based on the expectations of ongoing significant and sustained contributions to scholarship, and discovery in the School of Medicine. Tenure considerations are based on the outlook for a trajectory of sustained accomplishment, expectation of ongoing excellence in their field with substantive, long term and ongoing impact on the field and contribution to the School and University through externally supported research for a research-based investigator or in recognized innovation in education for outstanding educators. Clinical investigators, clinical scientists, and physician scientists would be expected to have a significant number of publications, evidence of external grant support, and impact on the field.

Formatted: Highlight

The review of tenure-track appointments, promotion and award of tenure of hospital-based department faculty who are PhDs require written review and recommendation from the chair or director of a basic science SOM based department or type A center if the appointment resides in the Division of General Medical Sciences.

Commented [ND26]: Edited to include reference to GMS for Type A Centers. GMS Center Directors nominate faculty with primary appointments in their Center as a department chair would in a department.

Commented [TC27]: Proposed APT doc

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).

Draft proposed SOM bylaws June 13, 2025

Examples of just cause for the termination of any faculty member (tenured, tenure track, ~~non-tenure-eligible~~academic track, 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 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.

Draft proposed SOM bylaws June 13, 2025

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.

For faculty in the tenure track, the final year of eligibility for SOM tenure is in the 8th year of appointment so that a decision by the SOM CAPT can be rendered and if tenure is not awarded, a final year of appointment letter can be transmitted by June 30. Should a faculty member request tenure review in their ninth year, and not receive tenure recommendation, their faculty appointment terminates on June 30 of that year.

~~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 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).~~

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

Commented [TC28]: Expanded language

Extensions should be requested in writing as soon after the occurrence of the relevant circumstances as ~~practicable~~practical, ordinarily not later than one year prior to the normally scheduled expiration of the pretenure period. Extensions requested ~~these circumstances under (1) or (2) above~~ require request by the faculty member, review and a recommendation by the department's ~~committee on appointments, promotionsDCAPT), 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 under (3-above) above.~~ See also Faculty Handbook, Chapter 3, Article I, Section G.

Draft proposed SOM bylaws June 13, 2025

The number, nature, and duration of pretenure period extensions made to an individual faculty member's pretenure period shall not be considered by the SOM 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~~academic track on recommendation of the ~~department Committee on Appointments, Promotions, and Tenure~~DCAPT, the department chair, the ~~Committee on Appointments, Promotions and Tenure of the School of Medicine~~SOM CAPT, the dean of the ~~School of Medicine~~SOM, and the approval of the provost. Such appointments are contingent upon full financial support from non-university sources.

Draft proposed SOM bylaws June 13, 2025

5.6: Qualifications for Appointments, Promotions and Granting of Tenure

Specific qualifications and standards applying to the School of Medicine shall be determined by the Faculty of Medicine and ~~are~~ appended to these bylaws. These qualifications and standards shall be reviewed every five years by the Faculty Council. Detailed instructions regarding these qualifications and standards shall be reviewed and approved by the dean on an annual basis and these instructions will be made available on the SOM Faculty Affairs website. The dean shall make the text of the current qualifications and standards available to all junior and newly appointed faculty members.

Formatted: Highlight

Commented [TC29]: These are the many PDF instruction files on the FA resource webpage

5.7: Tenure Salary Guarantee

When awarded, academic tenure rests at the constituent faculty level rather than at the departmental level. The award of academic tenure to a faculty member is a career commitment which grants that faculty member the right to retain their appointment without term until retirement. This commitment includes a salary guarantee to which the University obligates itself. The salary shall be at a level determined by the dean of the relevant school or college to be reasonable compensation for the roles and responsibilities of the tenured faculty member. 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 primary 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.

5.8: Rolling Appointments for ~~Non-Tenure~~Academic 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~~academic 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.

Draft proposed SOM bylaws June 13, 2025

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

All appointment and promotion assessments begin with a request made by the faculty candidate to the department chair.

a. Full-Time Faculty

The dean shall submit recommendations for aAppointments 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) presented by the department chairs or other persons as designated by the dean or initiated by the means as outlined in the Faculty Handbook,(3.1.) 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~~SOM CAPT. 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~~SOM CAPT. 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~~SOM CAPT must be appended to the candidate's file. In the event that the appeal to the ~~Committee on Appointments, Promotions and Tenure~~SOM CAPT 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 SOM 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~~SOM CAPT approval, 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 Department of Biomedical Engineering with appointments principally based in the School of Medicine.

Draft proposed SOM bylaws June 13, 2025

(1) Multiple Appointments

Within the confines of CWRU, faculty appointment that applies to more than one constituent faculty (School or College of CWRU), or to more than one department, or to an administrative office as well as an academic unit, the appointment may be identified either

- a. as a primary-secondary constituent faculty appointment or (2) as a joint appointment.

i. Primary-Secondary Appointments.

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.

(a)Secondary Appointments and Promotions

Secondary appointments at all ranks shall be recommended by the chair of the secondary department, require a positive recommendation by the DCAPT of the secondary department, require the concurrence of the primary department chair, and may be made at the discretion of the dean.

For promotion of a faculty's secondary appointment, that promotion requires the secondary department chair nomination, consideration and vote by the DCAPT of the secondary department, 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 DCAPT. 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 [ND30]: Appointments require a positive endorsement by the DCAPT to move forward at rank. Promotions require a DCAPT recommendation (can be positive or negative to advance).

Draft proposed SOM bylaws June 13, 2025

b. Special Faculty Appointments ~~and Promotions~~, and Titles

~~Special Faculty appointed in the SOM will be designated using the prefixes of Clinical, Adjunct, Research, Visiting, or Emeritus faculty. The prefix Special Faculty appointments include a prefix and must be included when referencing the CWRU appointment publicly.~~
~~Special Faculty are ineligible for tenure.~~

i. Part-Time Faculty

~~Physicians and researchers seeking faculty appointment who work at affiliate-hospitals and institutions who align with CWRU-recognized clinical or research academic departments but who are located outside Cleveland's medical ecosystem (and thus not primarily involved in activities that benefit the SOM in education and research) may have faculty appointments as part-time faculty for their contributions in collaborative clinical, education or research programs with other SOM faculty.~~

~~The term "part-time" is a CWRU designation of participation in the activities of the SOM but is not eligible for university employment status. The part-time designation is used to recognize faculty who contribute to the mission of the school through specific research, leadership, or educational efforts in their locale. The efforts of these individuals impact the school directly and through their affiliate hospitals with contributions to scholarship in a limited capacity such as a specific training or collaborative research activity.~~

~~All individuals proposed for part-time appointments will make a request outlining their contributions to the SOM upon recommendation of their academic department chair.~~

~~Part-time faculty appointments are reviewed by the chair and appointed annually.~~

Part-time Faculty titles include:

~~Clinical Professor, Adjunct Professor, Clinical Associate Professor, Adjunct Associate Professor, Clinical Assistant Professor, Adjunct Assistant Professor, Clinical Senior Instructor, Adjunct Senior Instructor, Clinical Instructor, and Adjunct Instructor.~~

Commented [TC31]:

Commented [ND32R31]: Separate appointmen and promotion appointment will cover all special titles
promotion will be covered in (c) and applies only to part-time with the prefix of clinical or adjunct

Commented [TC33]: Fix ii formatting

Commented [TC34]: Confusing, too imprecise

Commented [TC35]: ?? ND

Commented [ND36R35]: added both clinical and adjunct for each rank

ii. Research Faculty

Research faculty appointments are issued for CWRU employed full-time faculty at the time of their initial hire for an interim period up to one year until approval of the full appointment by the Board of Trustees. Titles for these appointments are based on the proposed rank of the faculty member as specified in the CWRU offer letter.

iii. Visiting Faculty

Visiting faculty appointments are issued for specified terms of one year or less than one year and can be full- or part-time. The chair nominates the faculty for a rank. The appointment must be supported by the dean and approved by the University.

iv. Emeritus Faculty

Emeritus faculty are appointed by the Board of Trustees as described in the Faculty Handbook, Chapter 3, Part II, Articles VI. In the School of Medicine, faculty that have held the rank of assistant professor, associate professor, or professor or at these ranks modified by the term clinical adjunct are eligible for emeritus appointment. Meritorious service in CWRU activities benefiting the School of Medicine and their field for at least ten years is required.

c. Special faculty ~~appointments and~~ promotions modified by the prefix adjunct ~~or~~-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 (DeCAPT).~~ The dean shall also consider letters of

Draft proposed SOM bylaws June 13, 2025

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 the Division of General Medical Sciences, the dean shall, prior to reaching a decision, also consider the recommendation of the ~~Division's committee on appointments, promotions, and tenure~~DCAPT. 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.

D. Special Process Considerations.

The SOM will advocate for the creation of an expedited senior level appointment review process.

i. For senior level (associate professor and professor) Academic Track Appointments:—

Departments Chairs may request an expedited review for a candidate recruited at the same rank as held at their previous academic institution in the United States. A modified appointment process may be undertaken with the following :

- 1) Candidate's CV, personal statement, and copy of degree.
- 2) Nomination letter from the incoming chair
- 3) Letters from prior trainees and colleagues
- 4) Summary information regarding quality (with reviews) and quantity of faculty activities at the prior institution.

Faculty recommended for appointment to the tenure track or award of tenure are not eligible for expedited review.

ii Reinstatement within 2 years of leaving CWRU

Individuals returning to SOM, having held a prior appointment at rank from another institution within 2 years will be afforded expedited review by the SOM APT, upon request from the individual, documented with CV, and personal statement, letter from their incoming chair that includes position and support for faculty members scholarship activities, and a statement from the outgoing institution chair or dean that they depart in good standing and are not currently being investigated for misconduct.

Commented [ND37]: Question regarding the limitation to US institutions only.

5.10: The Committee on Appointments Promotions and Tenure (SOM CAPT)

a. The Committee on Appointments, Promotions and Tenure (SOM CAPT) 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 ~~d~~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-tenureacademic track~~academic 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~~ SOM CAPT 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-tenureacademic~~ 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 ~~D~~ean 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

Draft proposed SOM bylaws June 13, 2025

consultation with the ~~D~~ean 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 SOM 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.

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~~academic 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 ~~U~~niversity or School of Medicine financial support. For faculty with tenure track, ~~non-tenure~~academic 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.

Draft proposed SOM bylaws June 13, 2025

ARTICLE 6 - AMENDMENT OF THE BYLAWS

An amendment of these bylaws requires review by the Bylaws Committee of the Faculty of Medicine, a positive recommendation by the Faculty Council, ~~an~~ affirmative vote by regular members of the Faculty of Medicine, the ~~d~~Dean's recommendation, and ~~the~~ ratification by the University Faculty Senate.

a) Drafting a proposed bylaws amendment-

An amendment of the bylaws may be proposed by majority vote of the Faculty Council, by the dean, or by written petition of 20 or more faculty members or by the Bylaws Committee. The proposed amendment must be accompanied by a rationale for the proposed change, and ~~both~~ shall both shall be submitted to the Chair of Faculty Council, the Secretary of the Faculty of Medicine and the Chair of the Bylaws Committee.

b) Review for compliance with the Faculty Handbook and Faculty of Medicine bylaws.

The Bylaws Committee shall review each proposed amendment and its ~~rationale, and rationale~~ and report its recommendation to Faculty Council.

c) Review by the Faculty Council-

Proposed amendments and recommendations by the Bylaws Committee shall be discussed and voted on during a meeting of the Faculty Council. During such meeting, the Faculty Council chair may permit non-substantive changes in a proposed amendment text to be considered and adopted by majority vote. However, substantive changes suggested by meeting participants shall require additional review and recommendation by the Bylaws Committee before a modified amendment shall be considered at a subsequent Faculty Council meeting. All proposed amendments shall be considered and voted on by the Faculty Council within the same academic year if submitted prior to March 1, or within the same calendar year if submitted between March 1 and June 30.

d) Faculty of Medicine vote-

Draft proposed SOM bylaws June 13, 2025

Upon approval of the Faculty Council, proposed amendments shall be considered and voted on by the full-time members of the faculty. To this end, the School of Medicine (SOM) Faculty Affairs Office shall prepare an electronic ballot listing the current proposals and their corresponding rationales. Prior to distribution to the Faculty, the Nomination and Elections Committee (NEC) shall approve the organization of proposed amendments and their rationales on the ballot page(s) and ensure that their content matches that approved by the Faculty Council. Such a ballot shall be presented to the NEC for review and approval no later than twelve weeks after approval of the proposed amendment by the Faculty Council. Ballots shall remain open for three weeks and the NEC shall certify the results. Approval shall require an affirmative vote by a majority of those faculty members returning ballots.

e) The Dean-

Once an affirmative vote on a proposed bylaws amendment by the Faculty of Medicine is certified by the NEC, the dean will forward the proposed amendment and its rationale, together with any of the dean's comments concerning the proposed amendment and to the University Faculty Senate as expeditiously as possible.

f) Faculty Senate-

The Constitution of the University Faculty (Article VII, Sec. A, Par. 1) mandates that the bylaws of constituent faculties be ratified by the Faculty Senate. Hence, any amendment to the Faculty of Medicine bylaws also requires ratification by the Faculty Senate before it can be officially adopted into the bylaws text. Ratification involves scrutiny of a proposed amendment, its rationale, and any dean's comments by the Bylaws Committee of the Faculty Senate, the SOM Faculty Affairs Office shall disseminate an updated bylaws text within four weeks.

At least once every five years, the Bylaws Committee shall conduct a full review of these Bylaws and forward its recommendations to the Faculty Council for consideration by the procedures described above.

Draft proposed SOM bylaws June 13, 2025

\

Please rate the extent to which you agree with the following statements:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I experience a lack of integration between the University and Hospital digital interfaces that creates a barrier to my engagement as a faculty member.	☐	☐	☐	☐	☐
2. I understand the process and standards regarding academic promotion (or know where to find this information).	☐	☐	☐	☐	☐
3. I believe that faculty within my department and at the School of Medicine who are reviewing our promotion materials are qualified and understand how to review the promotion packet.	☐	☐	☐	☐	☐
4. I have the opportunity to serve and/or provide input to the School of Medicine faculty committees	☐	☐	☐	☐	☐
5. My efforts at the School of Medicine have an impact on the direction of the school's governance, professionalism, and education.	☐	☐	☐	☐	☐
6. I am aware of the following professional development programs offered to all School of Medicine faculty.					
a. FRAME	☐	☐	☐	☐	☐
b. REFRAME	☐	☐	☐	☐	☐
c. FLEX	☐	☐	☐	☐	☐
d. Faculty Toolkit Series - Professional Coaching	☐	☐	☐	☐	☐

Faculty Council Ad Hoc Committee for

Faculty-**A**dministration Interactions, **C**o-governance and **E**ngagement: “**FACE**”
(now “shared”)

Why was this needed?

Context: CWRU’s Reputation and its Faculty are at the Heart of our Success as an Institution

Not a new problem: Within the last 15 years SOM came last in 2 surveys of faculty morale compared to the other schools at CWRU and other universities. A Dean’s “Climate survey task-force” was formed in ~2013 (chaired by Alan Levine) and made recommendations to Dean Davis.

Recent (2022) Gallup engagement poll had CWRU fall behind other universities in terms of faculty morale and engagement. An university ‘engagement’ committee with administrators and only initially one faculty member was formed. The Faculty Senate recommended to modify the composition to include faculty – SOM rep is Craig Hodges.

2024 CWRU Climate/Engagement Survey

The Faculty Senate Well-being committee has been formed, and the Faculty Senate Co-Governance committee will go out to schools to report, refine recommendations

FACEcontinued

...Why is it still needed/ we are asking for a 1 year extension?

We have recently received the feedback from a 2 question survey to basic science faculty (many thanks for the 104 who responded!!) and we are still discussing it.

FCSC/FC is about to send out an engagement survey to clinical faculty and the next year of the committee will be devoted to addressing engagement and morale issues at the affiliate hospitals and their interactions with SOM-central.

We need another faculty member from an affiliate (ideally CCF) to join the committee as one person left: Please send your Statement of Interest to Nicole (nmd11) or Anastasia (axr664)

Current Committee

Team:

Anastasia Rowland-Seymour, added as FY26 Chair of FC

Alan Levine, Basic Science, Chair FY24 also member of Senate Wellness Committee

Matthias Buck, Basic Science, Chair FY25

Craig Hodges, Basic Science, wishes to retire from committee

Lynn Singer, Basic Science, also chair of SOM Awards and Nominations committee

Mendel Singer, Basic Science

Janice Lyons, Clinical Science, UH, FY26 Chair of FACE?

Hemalatha Senthilkumar, Clinical Science, Metro

Anantha Krishnan Harijith, Clinical Science, UH – has left Cleveland

Nicole Deming, Administration, Assistant Dean for Faculty

FCSC endorsed Charge for FC ad hoc “FACE” Committee

- Explore options on how to better engage faculty in meaningful service and leadership. What are the strength of the faculty in different settings?
- Suggest mechanisms for better faculty-administration interactions and a sense of SOM shared-governance, each side contributing their respective strengths.
- Identify specific issues in which faculty could have “at-the table” decision input at SOM and affiliates.
- How could these activities become more recognized by leadership, incl. hospital dept. chairs and higher-up leadership? Can we identify/request resources esp. at the Affiliates to aid faculty organization and input into issues?
- Work closely with SOM’s representative(s) on Senate Faculty Well Being committee (Alan Levine), Senate ad hoc co-governance committee (Danny Manor), Gallup Poll/Faculty engagement committee (Craig Hodges)
- Duration 2 3 years

Deliverables:

Already mentioned in charges above (suggest improvements for greater efficiency and effectiveness)

Meeting minutes, Interim written reports at the end of each semester, end or beginning semester report to FCSC and FC.

Final report with suggestions for implementation by June 2026 ~~2025~~

{Monthly meetings, additional meetings as necessary}

Motion (endorsed by FACE and FCSC) now to FC:

To extend duration of the FACE ad hoc committee by 1 year