



**MISSION, VISION, VALUES, & BYLAWS
OF THE FACULTY
PLUS
RULES & REGULATIONS OF
COUNCILS & STANDING COMMITTEES**

UNIVERSITY OF MISSOURI-COLUMBIA
SCHOOL OF MEDICINE

Mission, Vision, Values & Bylaws of the Faculty
Plus Rules & Regulations of Councils & Standing Committees

Mission of the School of Medicine..... 8

Vision of the School of Medicine 9

Values of the School of Medicine..... 10

Diversity and Inclusion Statement 11

Education Mission Statement 12

Foundation Values for Medical Education 13

MU 2020 Critical Success Factors..... 14

Educational Goal Statements for the M.D. Degree..... 16

Research Mission Statement 18

Goals of the School of Medicine 19

Bylaws of the Faculty..... 20

Article I – Purpose 20

Article II – Faculty Membership..... 20

Article III – Faculty Rights, Ethics, Responsibilities and Authority 20

 A. Rights, Ethics, Responsibilities.....20

 B. Faculty Authority20

 1. Vesting of Authority.....20

 2. Primary Authority.....22

 3. Participatory Authority.....22

 4. Delegation of Authority.....22

 5. Exercise of Authority23

Article IV – Organization 23

 A. Organization of Faculty23

 B. The Office of the Dean23

 C. The Departments of the School.....24

D. The Faculty Affairs Council	24
E. The Curriculum Board	25
F. The Research Council	28
G. The Council of Department Chairs	29
H. The Standing Committees of the Faculty	29
1. List of Committees	29
a. The Committee on Student Admissions	30
b. The Committee on Student Promotion	30
c. The Committee on Faculty Appointment, Promotion and Tenure.....	32
d. The Committee on Resources, Development and Allocations	33
e. The Preprofessional Scholars Program Admissions Committee	33
f. Additional Standing Committees	35
g. Minutes	35
Article V – Officers of the Faculty	36
Article VI – Meetings	36
A. General Faculty	36
B. Faculty Assembly	36
C. Notice.....	36
D. Agenda	37
E. Minutes	37
F. Parliamentary Rules	37
Article VII – Faculty Appointment, Promotion and Tenure.....	37
A. Purpose.....	37
B. New Appointments`	37
C. Promotion and Tenure.....	37
D. Appeals	39
Article VIII – Grievances.....	39
Article IX – Faculty Participatory Authority & Functions External to the School of Medicine .	39
Article X – Procedures Governing the Disposition of Charges of Faculty Irresponsibility	39
Article XI – Amendments	39
Rules and Regulations of Councils and Standing Committees.....	41
Admissions Committee	41

I.	Function	41
II.	Composition.....	41
III.	Length of Service.....	41
IV.	Chair.....	41
V.	Interviews.....	41
VI.	Quorum and Voting	42
VII.	Informing Applicants of Committee Decisions	42
	Committee on Student Promotions	43
I.	Committee Functions.....	44
II.	Composition of the Committee	44
III.	Procedures.....	45
IV.	General Guidelines for Decisions Concerning Promotion and Graduation	47
A.	Criteria for Promotion and Evaluation of Students.....	47
V.	Grades	49
VI.	Student Promotions, Years 1 and 2.....	50
A.	Requirements for Successful Completion of Course Work	50
B.	Referral to Committee on Student Promotions (CSP)	50
C.	Committee Deliberations	51
D.	Dismissal from School.....	51
E.	Academic Probation.....	52
F.	Comprehensive Exams	53
VII.	Student Promotions, Years 3 and 4.....	54
A.	Requirements for Successful Completion of Course Work	54
B.	Referral to Committee on Student Promotions (CSP)	54
C.	Committee on Student Promotions (CSP) Deliberations.....	54
D.	Dismissal from School.....	55
E.	Academic Probation.....	55
VIII.	Regular Graduation.....	56
IX.	Non-calendar Graduation.....	56
X.	Graduation with Honors.....	56
XI.	Leave of Absence.....	58
XII.	Extended Duration of Curriculum without Academic Deficiency.....	58
	Curriculum Board	60
I.	Composition of the Committee	60
II.	Committee Functions	61
III.	Meetings and Agenda	61
IV.	Implementation	62
V.	Rules and Procedures.....	62
	Faculty Affairs Council.....	63

I.	Purpose.....	63
II.	Membership	63
III.	Officers	63
IV.	Faculty Affairs Council Meetings.....	64
	A. Faculty Assembly Meetings.....	64
	B. Quorum	64
	C. Agenda	64
V.	Rules and Procedures.....	64
Faculty Appointment, Promotion and Tenure Committee.....		65
I.	Faculty Rights and Faculty Responsibilities.....	65
	A. General.....	65
	B. New Appointments	66
	C. Promotion and Tenure	66
II.	Principles Guiding Appointments, Promotions and Tenure	67
	A. Teaching, Advising and Mentoring	67
	B. Scholarship, Research and Creative Work.....	68
	C. Service	68
	D. Extension and/or Continuing Education	69
	E. Terms of Appointment.....	69
	F. Performance Review.....	70
	G. Changing Tracks	70
	H. Extension of the Pre-Tenure Period.....	70
	I. General Basic Principles	70
III.	Academic Rank.....	72
	A. Appointment at the Assistant Professor Level.....	72
	B. Appointment at the Associate Professor Level.....	72
	C. Appointment at the Professor Level	73
IV.	Tenure Track Faculty.....	73
	A. Clinician Scholar Tenure Path	74
	B. Research Scholar Tenure Path	75
V.	Non-Tenure Track Faculty.....	78
	A. Terms of Appointment.....	78
	B. Performance Review.....	79
	C. Length of Employment	79
	D. Academic Rights and Responsibilities.....	80
	E. Promotions.....	80
	F. Guidelines for Appointment and Promotion in the Clinical Track.....	81
	G. Guidelines for Appointment and Promotion in the Professional Practice Track	83
	H. Guidelines for Appointment and Promotion in the Research Track	85

I.	Guidelines for Appointment and Promotion in the Teaching Track.....	87
VI.	Operating Procedures of School of Medicine Faculty Appointment, Promotion and Tenure Committee.....	89
A.	Introduction.....	89
B.	Internal Rules for the Functioning of the School of Medicine Faculty Appointment Promotion and Tenure Committee.....	89
C.	Evaluations.....	89
D.	Voting	90
E.	Calendar/Schedule of Events	91
F.	Procedures and Flow of Information for Promotion and Tenure Actions	92
G.	Procedures and Flow of Information for New Appointment Actions.....	95
VII.	Calendar of Events.....	96
VIII.	MU Guidelines for Preparation of Recommendations for Promotion and Tenure	96
	Appendix A – School of Medicine Track Change Guidelines.....	98
	Appendix B – School of Medicine Policy for Extended Contracts for Fulltime Ranked Non-Regular Faculty.....	99
	Appendix C – Track Guidelines	101
	Non-regular Clinical Track.....	101
	Non-regular Professional Practice Track.....	103
	Non-regular Research Track.....	105
	Non-regular Teaching Track.....	107
	Tenure Track – Clinician Scholar Path.....	109
	Tenure Track – Research Scholar Path.....	113
	Preprofessional Scholars Program Admissions Committee	117
I.	Composition.....	117
II.	Length of Service.....	117
III.	Chair.....	117
IV.	Interviews.....	118
V.	Quorum and Voting	118
VI.	Informing Applicants of Committee Decisions	118
	Research Council	119
I.	Functions and Responsibilities	119
II.	Policies for Research Support.....	119
III.	Membership	120
IV.	Organization.....	121

V. Meetings.....123

The Committee on Resources, Development and Allocations 124

 I. Introduction.....124

 II. Rules and Regulation125

Mission of the School of Medicine

Mission

To improve the health of all people, especially Missourians, through exemplary education, research and patient-centered care

Developed and implemented as part of the University of Missouri-Columbia School of Medicine Strategic Plan for 2011-2012.

Vision of the School of Medicine

To improve the health of all people, especially Missourians, through exemplary education, research and patient-centered care.

Developed and implemented as part of the University of Missouri-Columbia School of Medicine Strategic Plan for 2011-2012.

Values of the School of Medicine

Excellence: We pursue the highest goals and accept the sacrifices and responsibilities required to achieve our best possible performance.

Respect: We nurture free and open discourse, listen to new ideas, and value diverse perspectives and talents.

Service: We put forth our most diligent efforts on behalf of our patients, learners, stakeholders and partners.

Integrity: We commit to honesty, truthfulness and authenticity in our relationships and activities.

Responsibility: We exhibit a strong sense of duty, stewardship and accountability to each other and to the public.

Innovation: We pursue an ongoing, collaborative process of discovery and translate knowledge for the benefit and service of society.

Compassion: We relate to others in a caring, empathic manner and strive to prevent and relieve human suffering.

Inclusion: We promote diversity and convey a sense of belonging, respect and value for all persons.

Developed and implemented as part of the University of Missouri-Columbia School of Medicine Strategic Plan for 2011-2012.

Diversity and Inclusion Statement

The University of Missouri and its School of Medicine share the following definitions of diversity and inclusion. *Diversity* is reflective of a community of people of differing genders, racial-ethnic backgrounds, languages, religious beliefs, sexual orientations, abilities and disabilities, national and geographical origins, socio-economic class, veterans' status and political views. *Inclusion* means that diversity should be included as an integral component of every effort to improve education, research and patient care. Inclusion should be reflected in the campus climate, curriculum, intellectual discourse, leadership, scholarly products, and recruitment and retention efforts.

The MU School of Medicine promotes an inclusive academic health care community. A diverse population offers a rich environment that leads to greater knowledge, understanding, acceptance and mutual respect. The school's faculty members embrace MU's commitment to diversity and recognize the special role of the medical school in the development of a physician workforce prepared to serve an increasingly diverse state and national populace. It is both the MU School of Medicine's responsibility and in its institutional self-interest to recruit and retain faculty, staff and students who reflect and understand the larger communities that MU serves. The School of Medicine will, through education and example:

- Commit to a welcoming, engaged environment for all;
- Pursue a diverse and qualified community within the School of Medicine;
- Recognize and reward talent, scholarship, and merit in an environment that derives its strength from varied societal experiences;
- Value the enrichment that diversity provides to the practice and art of medicine.

Developed and implemented as part of the University of Missouri-Columbia School of Medicine Strategic Plan for 2011-2012.

Education Mission Statement

Our mission is to educate physicians to provide effective patient-centered care for the people of Missouri and beyond.

From the School of Medicine MU 2020 initiative: <http://somis.umh.edu/visions/index.html>

Foundation Values for Medical Education

1. The health of our patients is our first priority. The highest quality health care is the environment for the highest quality education of future physicians.
2. Respect for one's self, for others and for the truth is a hallmark of our community. The most effective learning takes place in an environment of collaboration, respect, honesty and constructive feedback.
3. Respect is demonstrated by our commitment to act ethically, to welcome difference and to engage in an open exchange.
4. We hold ourselves responsible in our duty to our patients, colleagues and learners. We will not permit consideration of religion, nationality, race, sexual orientation, party politics or social standing to intervene.
5. The attitudes, values and behaviors of future physicians are shaped by the social and cultural milieu of the institution. All our interactions will model the professionalism expected of physicians.
6. Learning requires trust in the value of knowledge and the process of discovery. We strive to achieve the most effective learning environment by engaging in activities designed to promote critical thinking, problem solving and analysis.
7. We aspire to an excellence that is approached through diligent effort, both individual and collective. Pursuing excellence means being satisfied with no less than the highest goals we can envision.

Adapted from the University of Missouri "Statement of Values" and the Declaration of Geneva.
See the School of Medicine MU 2020 initiative: <https://somis.umh.edu/visions/index.html>

MU 2020 Critical Success Factors:

Key Characteristics of Our Graduating Students and Residents

Our goal is to create educational experiences that help our graduates (both medical students and residents) attain excellence in the eight characteristics below, with a special emphasis on their ability to deliver effective patient-centered care.

Able to deliver patient-centered care: Our graduates are able to deliver care that improves the health of individuals and communities. Patient-centered care reflects a respect for individual patient values, preferences, and expressed needs. This care is grounded in the best available evidence and conserves limited resources. It depends on shared decision-making and active patient participation. Our graduates' care will be marked by compassion, empathy and patient advocacy.

Honest with high ethical standards: Our graduates' behavior reflects honesty in relationships with patients, colleagues and societal systems designed to support health care. In practice our graduates understand and adhere to the basic principles of medical ethics including justice, beneficence, non-maleficence, and respect for patient autonomy.

Knowledgeable in biomedical sciences, evidence-based practice, and societal and cultural issues: Graduates possess a fund of knowledge that reflects the current understandings in basic biomedical sciences, clinical disciplines, and social issues that impact patient care. Their knowledge is judged as excellent by faculty and exceeds the expectations of the public and of next-level mentors.

Critical thinkers; problem-solvers: Problem solving and critical thinking engage three interdependent components: knowledge base, processing skills, and insight (metacognition). From a strong knowledge base, our graduates process and modify information through intellectual curiosity and by questioning the status quo.

Able to communicate with patients and other members of the health care team: Our graduates demonstrate competence in verbal and nonverbal communication skills with patients, families and health care providers in order to establish professional, caring relationships and to facilitate the delivery of high quality, compassionate patient-centered health care.

Able to collaborate with patients and other members of health care team: Collaboration is a process through which patients and members of inter-professional teams see different aspects of a problem, explore constructively their differences and search for and implement integrative care solutions that transcend their own limited vision of what is possible. The collaboration process is achieved through mutual cooperation, respect, exchange of information and meaning, sharing resources, and enhancing each other's capacity for mutual benefits.

Committed to improving quality and safety: Our graduates work as members of the health care team striving for excellence in the quality of patient care and safety. These graduates assess the results of current practice, analyze the literature to determine best practice, and take action to close any gaps. They recognize their own limitations and acknowledge the potential hazards in delivering health care. They problem solve and reconcile errors and near misses. They are committed to proactive systems improvement.

Committed to life-long learning and professional formation: Our graduates are committed to self-assessment and improvement. They continually appraise and assimilate scientific evidence to keep abreast of changes in medical knowledge and practice. Graduates know the basics of how information is organized as well as how to access it effectively. They are competent in synthesizing this information and communicating the knowledge gained from this process.

From the School of Medicine MU 2020 initiative: <https://somis.umh.edu/visions/index.html>

Educational Goal Statements for the M.D. Degree

Approved by Curriculum Board on November 12, 2010

The following educational goals are broad statements of skills, abilities and attitudes we expect of graduates from MU School of Medicine. These goals are the foundation for course specific objectives in support of the MU2020 Key Characteristics.

MU SOM graduates will:

1. demonstrate integrity, respect, compassion, selflessness and a commitment to the greater good encompassed by service to patients and society. Our graduates will be aware that the profession of medicine is an ideal towards which the physician should continually strive. They will manifest these attributes in observable attitudes and behaviors towards patients, colleagues and society.
2. provide patient-centered care in the context of a physician-patient relationship; contribute to patient-centered care in the context of a healthcare team and in support of policies and practices of healthcare organizations.
3. demonstrate knowledge and in-depth understanding of the sciences of medicine. They will incorporate new and evolving knowledge into patient care.
4. individualize care by taking into account how a person's culture, race, ethnicity, religion, gender, sexual orientation and socioeconomic situation impact their health, health care beliefs and access to services. Graduates will also display insight into their own sociocultural background and how it affects the physician-patient interaction.
5. commit to the practice of evidenced-based medicine. They will demonstrate the ability to comprehensively search and critically appraise the best available evidence, interpret new data, judge the quality of evidence-based resources and use that knowledge at the point of patient-centered care.
6. perform both a focused and comprehensive history and examination. They will accurately select the pertinent points of a patient's presentation, develop a patient-centered differential diagnosis and test these hypotheses in an efficient and cost effective manner. They will accurately and efficiently document their findings using appropriate technology.
7. communicate clearly and effectively using plain language and verbal and non-verbal methods that facilitate patient understanding and improve health literacy.
8. actively engage the patient and involved family members and friends in an informed, shared decision-making process, applying the best medical evidence while demonstrating respect for each patient's rights, autonomy and desires.
9. understand the behavioral, psychological and social aspects of medicine. They will be able to facilitate behavior change in addressing the challenges of health, disease, health promotion, and disease prevention.
10. function effectively within a healthcare team. They will understand and respect the roles and responsibilities of team members. They will collaborate and problem solve in the service of effective patient-centered care.

11. demonstrate the application of continuous improvement principles to improve patient care and safety. They will reflect on clinical performance in light of objective clinical and service quality outcomes. Graduates will identify and report medical errors and near misses and will engage in processes that resolve mistakes and promote patient safety. Understand the healthcare system, including issues of access, equity, cost, the regulatory environment, and the medico-legal environment. They will apply this knowledge in the delivery of patient-centered care.
12. understand the interconnectedness of people, their communities and society and how the health of one affects the health of the others. Graduates will identify and anticipate the needs and resources of communities and populations with attention to the medically underserved. They will have the skills to apply population based prevention and health improvement strategies.
13. understand the principles of clinical and translational research. They will be able to describe how these principles are important to sustained delivery of effective patient-centered care.
14. be aware of the strengths and limitations of their professional expertise. They will reflect on their professional and personal attributes, welcome feedback and seek out assistance when appropriate. Graduates will recognize and address impairment to practice medicine in themselves and others.
15. set goals in the context of lifelong learning, including learning from patients. They will gather, organize and synthesize information and develop strategies for continued self-assessment and improvement.

Research Mission Statement

- To produce new knowledge from outcomes research, health services research, and to impact on wellness, disease prevention and the creation of innovative health policy, emphasizing the needs of rural and underserved areas.
- To foster basic science-clinical collaboration in research as a means of focusing on the molecular basis of disease, integrating Ph.D. and M.D. researchers and utilizing campus biologists, veterinarians, agriculturalists and others to solve biomedical problems.
- To train biomedical researchers at all levels to develop the next generation of high quality investigators.

Goals of the School of Medicine

Accepted by vote of the Faculty, February, 1986.

The University of Missouri-Columbia School of Medicine has defined the following goals for its program in medical education leading to the M.D. degree.

A. Content

1. Present a required series of learning experiences in the basic science curriculum and in the clinical clerkships to assure that our graduates possess the knowledge and understanding of scientific principles and concepts that are essential to the practice of medicine.
2. Provide significant clinical experiences for students to master the scientific method and its application to the practice of medicine, including analysis of medical literature.
3. Cultivate the human qualities of integrity, respect and compassion essential to the practice of medicine.

B. Application

1. Assure that graduates attain the skill in performance of a thorough medical history and a complete physical examination.
2. Provide experience in applying the principles of diagnosis and treatment of major illnesses of patients.
3. Provide opportunities for students to incorporate the social, behavioral, and ethical aspects into their patient care.
4. Provide opportunities for students to practice the principles of public health and preventive medicine.

C. Process

1. Provide an academic atmosphere that emphasizes principles, independent thinking and problem solving.
2. Provide a professional environment that fosters and develops the attitudinal and professional traits of a competent physician.
3. Provide each student with experience in the role of the physician as a member of a health care team and a health care delivery system.

Bylaws of the Faculty

Accepted by vote of the Faculty, February, 1979. Amended and accepted by vote of the Faculty May, 1991, October 1, 1993, and June, 1994, October 2008, July 2010, September 2010, May 2013 and May 2014.

Article I

Purpose

Academic governance within the MU School of Medicine shall comply with the Bylaws of the University of Missouri-Columbia faculty (adopted November 14, 1974 amended through April 1, 1990). Accordingly, these Bylaws of the Faculty of University of Missouri-Columbia School of Medicine are created to delineate more specifically the nature and form of academic governance within the School of Medicine. They shall serve to foster a productive academic environment.

Article II

Faculty Membership

The faculty of the School of Medicine, hereafter designated as the faculty, shall be comprised of the President, the Chancellor and those persons holding an academic appointment in the School of Medicine.

Article III

Faculty Rights, Ethics, Responsibilities and Authority

A. Rights, Ethics, Responsibilities

The rights, ethics, and responsibilities of the faculty shall be those delineated in Article II, Sections 1 and 2 of the Bylaws of the University of Missouri-Columbia faculty adopted November 14, 1974, amended through April 1, 1990. (Also reference Collected Rules and Regulations 300.010 - 310.090 as well as 320.010, 320.035, 320.040, 320.070, 320.080, 320.090, 320.100, 330.010 – 330.090 , and 90.050)

B. Faculty Authority

As delegated by the Board of Curators, the responsibility and authority to recommend academic policy within the University of Missouri-Columbia School of Medicine rests with the faculty.

1. Vesting of Authority

- a. Faculty authority shall be vested in a Faculty Assembly which shall consist of those members of the faculty having regular appointments (tenure track), faculty on clinical, professional practice, research and teaching tracks, and faculty voted into Assembly whose academic duties and obligations are primarily to the School of Medicine.
- b. Each department shall compile annually a list of its members who meet the stated criteria for Faculty Assembly membership as well as a list of those whom the department wishes to nominate for membership.

- c. A representative body of the Faculty Assembly shall review these annual departmental lists and shall act upon the nominations. Appealed cases will be submitted by this body to the full Assembly where a simple majority vote shall decide the issue.
- d. Criteria for Accepting Nominations for Election to the Faculty Assembly (revised April 1990).

An individual seeking membership of the Faculty Assembly will be nominated for membership if he or she meets both of the primary criteria and meets three or more of the secondary criteria.

Primary criteria are:

- i. The nomination of the candidate must be made by the chair of the candidate's department.
- ii. The nominee already must be a member of the general faculty of the Medical School (i.e., holding an academic appointment in one or more of the departments of this school).

Secondary requirements include:

- i. The applicant is involved in teaching medical students.
- ii. The applicant's research is of a bio-medical nature.
- iii. The applicant contributes to collaborative research conducted with the members of the faculty of the school of medicine.
- iv. The applicant provides a service to the medical school which would be facilitated by membership in the faculty assembly.
- v. More than 25% of the applicant's salary is from the Medical School.
- vi. The applicant has office and/or laboratory space assigned by the Dean.
- vii. The applicant demonstrates a history of service and commitment to the Medical School.

It is expected that the petitioning member already has a terminal degree. However, it is apparent that there will be instances where faculty appointments may be made to individuals without a terminal degree but who participate actively in the teaching curriculum of the Medical School. In these instances, it is felt that they should be included in the Faculty Assembly in an effort to facilitate their service to the Medical School. Although it is recommended that a candidate have a terminal degree in the area of appointment, it is not to be construed as a requirement.

2. Primary Authority

The Faculty Assembly has primary policy-making authority in matters directly concerning the academic programs of the School of Medicine including, but not limited to, the:

- a. establishment and maintenance of standards of academic and professional performance including, but not limited to, guidelines for appropriate research, service and scholarship, and requirements for graduation and related matters.
- b. construction and approval of courses of instruction and curriculum.
- c. construction and approval of procedures governing educational support programs of the School of Medicine.
- d. formulation of criteria for School of Medicine admission and promotion standards and procedures.
- e. selection of awardees for academic scholarships.
- f. preservation of students' academic rights and responsibilities.
- g. recommendation of an appropriate calendar for the School of Medicine.
- h. formulation and application of criteria determining professional standards of faculty including, but not limited to, such matters as tenure, promotion and termination.
- i. recommendation of an appropriate departmental and committee structure of the faculty.
- j. resolution of faculty grievances (see Article VIII).
- k. recommendation for use of School of Medicine facilities for program activities.

3. Participatory Authority

The Faculty Assembly has participatory policy-making authority in matters affecting:

- a. the selection of School of Medicine administrators including, but not restricted to, department chairs, deans and provosts.
- b. the allocation of budget and resources.
- c. planning, including capital expenditures and physical facilities.
- d. the development and implementation of general business procedures affecting academic programs.

4. Delegation of Authority

The Faculty Assembly may delegate authority to any representative body of the faculty.

5. Exercise of Authority

Policy may be proposed by the Faculty Assembly, councils, committees or the Dean. Proposed policy shall be submitted to Faculty Affairs Council for information prior to Faculty Assembly for approval. Recommendations by the Faculty Assembly shall be transmitted to the Dean as the officer responsible to the Curators.

Article IV

Organization

A. The Faculty of the School of Medicine, in order to fulfill its responsibilities, shall be organized into:

1. The Office of the Dean
2. The Departments of the School
3. The Councils of the School: Faculty Affairs, Curriculum Board, Research, and Departmental Chairs.
4. The Standing Committees of the faculty.

B. The Office of the Dean

1. The Dean is the chief executive officer of the School of Medicine. He/she shall provide leadership in such a manner as to enhance the academic and intellectual environment of the School of Medicine.
2. The Dean shall advocate the policies of the School of Medicine at all academic and public levels and shall be responsible for keeping the faculty informed of decisions, activities and plans made at all campus, university-wide and governmental levels which affect the operation of the School of Medicine.
3. The Dean is responsible for the recruitment and recommendation of appointments of departmental chairs. The Dean establishes periodic review of achievements and performance of chief administrators and chairs.
4. The Dean shall meet regularly with the councils of the School.
5. The Dean shall appoint standing committees of the faculty except where other procedures are herein specified and such operational committees as are necessary to aid him in the performance of his duties. The Dean shall appoint those institutional committees required by external agencies.
6. The Dean shall review at least annually with the faculty the progress of the School.
7. The Dean serves as the chair of the Faculty Assembly and presides at meetings of the faculty.
8. The Dean shall review annually with the Faculty Affairs Council the faculty membership.

C. The Departments of the School

1. The departmental structure of the School of Medicine shall be established by the Dean with the advice of the Faculty Assembly.
2. The chief administrative officer of each department is its chair. Departmental chairs are responsible to the Dean and also to their faculty for the conduct of fiscal, academic and personnel affairs within their departments. They communicate the needs and aspirations of their departments to the rest of the School. They are responsible for providing leadership toward achievement of excellence in teaching, research and service activities within their departments.
3. Departmental Appointment, Promotion and Tenure Committees
 - a. The faculty of each department shall select annually an appointment, promotion and tenure committee comprised of at least three members of its faculty. Departments with five or fewer faculty members may combine for the purpose of establishing a promotion and tenure committee. Membership on the departmental promotion and tenure committee shall be limited to those with a tenure track, clinical track, professional practice track, research track or teaching track appointment at a rank of Associate Professor or higher who do not hold a position as departmental chair or as Dean.

Committee members must be at the rank considered or above to vote on an appointment or promotion recommendation. Therefore, only Professors may vote on recommendations at the Professor level. Only Professors and Associate Professors may vote on recommendations for appointment or promotion to Associate Professor. Similarly, only tenured faculty may vote on tenure decisions.

Only physicians with time in clinical practice (direct patient care) and clinical teaching (attending) may vote on clinical track recommendations. Any FAPT committee member at the appropriate rank may vote on professional practice, research and teaching track recommendations.
 - b. The committees' duties are to review and document the academic merits of all departmental faculty members eligible for promotion or tenure and to recommend meritorious candidates to the department chair and the Dean. Recommendations to the Dean shall be accompanied by a separate letter of evaluation from the department chair.

D. The Faculty Affairs Council

1. The Faculty Affairs Council shall consist of one elected Faculty Assembly member from each department and the School's elected representatives to the Faculty Council on MU Policy. The Dean and department chairs shall not serve as elected departmental representatives to the Faculty Affairs Council.

- a. The departmental representatives shall be elected by a secret ballot by faculty members of their departments for a term of three years and may be recalled by a two-thirds vote of the department.
 - b. Representatives shall keep their departments informed of matters pending before the Faculty Affairs Council and shall convey to the council the views and wishes of their departmental colleagues.
 - c. The Faculty Affairs Council shall elect its chair and other officers from among its membership. The chair of the Faculty Affairs Council may be removed from office by a two-thirds vote of the Faculty Affairs Council or of the Faculty Assembly.
2. The Faculty Affairs Council, for the Faculty Assembly, shall develop faculty bylaws and review them periodically; recommend Medical School policy on appointment, promotion and granting of tenure; promote affirmative action in faculty recruiting; promote accurate reporting of faculty performance and load; and advise the Dean on candidates for appointment to standing committees. The Faculty Affairs Council shall in all matters uphold the rights, responsibilities and authorities of the faculty. The Faculty Affairs Council may delegate operational tasks.
 - a. Any member of the Medical School faculty may request any matter to be placed on the agenda of the Faculty Affairs Council and may request to be allowed to appear before the Faculty Affairs Council. Such requests may be made either through the Department representative or chair of the Faculty Affairs Council.
 3. The Faculty Affairs Council shall recommend for internal use the date of the beginning and the end of each academic year for the School of Medicine.
 4. The Faculty Affairs Council may review annually the operational committees of the School of Medicine.
 5. The Faculty Affairs Council shall facilitate a confidential annual review of each Department and its Chairs by the faculty sent directly to the Dean.

E. The Curriculum Board

Accepted by vote of the Faculty July 14, 1993. Amended and accepted by vote of the Faculty October 1, 1993; June, 1994; and January 10, 2003.

The Curriculum Board is charged with the primary policy making authority of the Faculty Assembly in matters concerning the academic programs of the School of Medicine.

1. The Board shall consist of thirteen members, nine of whom are Faculty Assembly members and four of whom are students. The dean shall appoint representatives from his/her staff to be ex-officio members without vote.

- a. The Faculty Assembly shall elect to the Board nine Faculty Assembly members at large, representing both the basic and clinical departments. At no time shall there be less than four members of the Board from either group. Each member shall serve a three-year term, to begin July 1, and be eligible for re-election for one additional term. After an interruption of service of not less than one year a member shall, once more, be eligible to be elected to the Board. Terms of faculty shall be staggered so that three members rotate off each year, unless re-elected.

The election process for Faculty Assembly candidates shall be carried out by the Faculty Affairs Council. Election to the Board will be by vote of the Faculty Assembly. Slates of candidates will be sought based on their commitment to promoting excellence in the appropriate learning environment for students of the School of Medicine.

The nomination process will be open, with candidates solicited from departments and individual members of the Faculty Assembly. The process will be sensitive to generating a slate representing faculty diversity. Nominees will be identified on the ballot as clinical or basic science faculty (as determined by the Faculty Assembly with regards to their department or primary appointment or major activity).

The faculty candidates for the Board shall provide the Faculty Assembly (through the Faculty Affairs Council) with a brief summary of teaching accomplishments and a statement of aspirations for their tenure on the Curriculum Board. Ballots will be counted and a list by descending plurality will be prepared. The available openings on the Board will then be filled from the top of the list until the membership limits have been reached.

- b. Four students shall be nonvoting members of the Board elected by his/her class prior to July 1, except that the M-1 class shall elect its member at the end of the first block. Each member shall serve a one-year term and be eligible for re-election all four years. Alternates for each student member shall be elected and will serve in the absence of his/her colleague.
 - c. The Board shall elect a chair, vice chair and a secretary. Terms of office are for one year, but officers may be re-elected.
2. The Curriculum Board, for the Faculty Assembly shall:
 - a. Oversee the development and maintenance of a comprehensive list of outcome goals or competencies for graduates of the School of Medicine. The goals shall be updated at least triennially and approved by a vote of the Faculty Assembly. The Board shall establish explicit learning objectives to accompany the goals. The objectives are to be used by faculty to define the appropriate content of courses. The Board is responsible for assuring that each objective is addressed at an appropriate

point in the curriculum and the Board will work closely with the Office of Medical Education to implement the Board's objectives.

- b. Make recommendations about curriculum content, methods of instruction and evaluation to the faculty who plan individual blocks and courses. An annual written report to the Dean will include assessment of the curriculum and address matters of accountability. This report will be presented to the Faculty Assembly at a specific meeting established to consider the report and other issues concerning medical education.

Recommendations from the Board to ensure that the curriculum enables the School of Medicine to accomplish the outcome objectives shall come from, but should not be limited to, a thoughtful, ongoing, methodical review of block and program evaluations, pass/fail rates and minutes from the Committee on Student Promotion, Pre-Clerkship Steering Committee (previously called Curriculum Directors), and Clinical Curriculum Steering Committee.

- c. Serve as advocacy group for Faculty in their roles as teachers, promoting existence of opportunities for faculty development and a cohesive system for evaluating teacher effectiveness with substantial faculty rewards for teacher excellence.
- d. Define length of constituent blocks in the curriculum, approve the exam schedule, and approve electives added to the curriculum.

3. Meetings and Agenda

- a. A meeting shall be held monthly and upon the call of the chair.
- b. Agenda items for discussion and/or review may be proposed by Board members, the Dean's Office, faculty and students.
- c. At least one member of the Board shall be represented at the annual Association of American Medical Colleges meeting
- d. The Board may convene ad-hoc advisory groups to assist in its deliberations. The composition of these subcommittees will be at the discretion of the Board and may include members of the general faculty and student body.
- e. An appropriate budget for the faculty teaching rewards, as well as for secretarial and statistical support shall be provided by the Dean's Office to accomplish the work of the Board.
- f. Meetings are open to faculty and student observers.

4. Implementation.

All items shall be voted on with a simple majority of those present indicating the will of the Board. A quorum shall exist when a majority of the voting members are present. Policy decisions and recommendations of the Board will be forwarded to the Dean, to the Faculty Affairs Council and to the Faculty Assembly.

5. Rules and Procedures

The Board shall operate in the spirit of the Robert's Rules of Order Newly Revised.

F. The Research Council

Amended by Faculty Affairs Council September, 2010.

1. The Research Council shall be appointed annually by the Dean with the advice of the Faculty Affairs Council. The council shall elect its officers from among its membership. The principles and guidelines for membership, policies and operations of this council shall be approved by the Faculty Assembly.
2. The Research Council consists of a minimum of fifteen (15) voting members.
 - a. A minimum of fifteen (15) voting members shall be appointed from the Faculty Assembly of the School of Medicine.
 - i. Members shall be appointed annually by the Dean. No one may serve more than three consecutive years.
 - ii. Approximately one-third of the membership shall be replaced each year.
 - iii. Major involvement in research is a prerequisite for council membership. Such involvement may be evidenced by research administration, recent publications in refereed research journals, receiving of funded grants, presentations at national and international research meetings and/or service on national grant review panels.
 - iv. The Research Council will provide to the Faculty Affairs Council and the Dean a list of names of faculty to replace the Council members whose term expires every year.
 - v. A broad representation of departmental interests, e.g., clinical, preclinical, should be maintained through the selection process.
 - vi. The term of office for each regularly selected member shall begin on July 1, of that year. Members appointed to fill unexpired terms should serve for the remainder of that term.
 - b. Three members ex officio shall hold the following positions:

- i. A dean in the School of Medicine responsible for research.
 - ii. Chair of the Institutional Review Board, Health Sciences Section.
 - iii. Associate Chief of Staff for Research of the Harry S Truman Memorial Veterans Hospital.
3. The Chair shall be elected by a majority of the votes cast in a secret ballot of the members of the Research Council. The term of office will be one year to begin July 1, of the year elected. The Chair can be removed from office for negligence of duty or impropriety. Such action shall be initiated by presentation of a petition to the Chair of the Faculty Affairs Council stating the charge and requesting removal of the Chair.
4. The Research Council shall recommend policies governing research, including the fostering and stimulation of intramural and extramural research relationships, inter-disciplinary research, and the generation and distribution of research funds. The Research Council shall recommend to the Associate Dean of Research the distribution of specified institutional research funds.
5. The Research Council shall endeavor to enhance the quality of research and assure the protection of the rights of human subjects in experimentation. The Research Council shall further endeavor to assure that all regulations on animal welfare are adhered to.
6. Minutes of the Research Council shall be distributed to the Dean and to the Faculty Affairs Council.
7. The Research Council shall report at least once a semester to the faculty. The report shall include an accounting of the distribution of institutional research funds.

G. The Council of Departmental Chairs

1. The Council of Departmental Chairs shall consist of the chairs of all departments of the School of Medicine.
2. The Council of Departmental Chairs shall be advisory to the Dean.

H. The Standing Committees of the Faculty

1. The standing committees shall be the Committee on Student Admissions; the Committee on Student Promotion; the Committee on Faculty Appointment, Promotion and Tenure; the Committee on Resources, Development and Allocations and Committee on Preprofessional Scholars. The officers of each committee shall be elected from among the committee membership. The principles and guidelines for membership and operations of these committees shall be approved by the Faculty Assembly.
 - a. **The Committee on Student Admissions.**

Amended and accepted by vote of the faculty May, 2014

- i. Function – The committee shall select students for admission to the School of Medicine. It is the obligation of the committee to consider, in depth, the credentials of all applicants.
- ii. Composition - The committee shall be composed of 20 to 25 individuals, appointed annually by the Dean. At least 70 percent shall be faculty from the Medical School. There shall be representation of both clinical and basic science faculty. Alumni physicians, community physicians, and up to three resident physicians or fellows are eligible for appointment to the committee. These members will have full voting rights. Up to three medical student members will be appointed by the dean following nomination by the third year medical student body. Medical student members will have full voting rights. The associate dean for student programs and professional development and the director of admissions will serve as ex-officio (non-voting) members of the committee.
- iii. Length of Service – To provide experience and continuity, members will be appointed yearly for a period of up to three consecutive years. One-third of the committee shall be replaced yearly. No individual shall serve more than three consecutive years unless elected chair, when an additional year is permitted. Terms of service will begin on September 1. Medical student members may serve for up to 2 continuous years.
- iv. Chair – By the last regular meeting of the academic year, the chair shall be elected by the committee from the committee membership with the advice of the dean. The chair will prepare the agenda and preside at meetings, appoint subcommittees, and may also act as liaison to the Dean's Office and the Faculty Affairs Council. The chair shall organize an orientation meeting for the committee prior to the student selection process.

b. The Committee on Student Promotion.

Amended and accepted by vote of the faculty October, 2008.

This committee, acting under policies and standards approved by the Faculty Assembly, shall recommend the action to be taken relative to the progress of all medical students. The Committee, acting under the authority delegated to it by the Faculty of the School of Medicine, shall be responsible for:

- i. The recommendation of students for graduation and academic honors.
- ii. The identification of students having difficulty, for the purpose of diagnosis and recommendations of assistance.
- iii. The promotion or termination of students in the academic program.

- iv. The consideration of requests for leaves of absence and curriculum extension.
- v. The review of student performance on the United States Medical Licensing Examination (USMLE).
 - A. Each required course or block shall elect to the Committee a faculty representative and a faculty alternate from staff closely associated with the teaching of the course or block.
 - B. A dean from the Offices of Medical Education shall serve as an ex officio member without vote.
 - C. The Committee may designate annually the Education Specialist from the Dean's Office as an ex officio member without vote.
 - D. At the first meeting after the beginning of the Fall semester, the Committee shall elect by secret ballot a chair from its membership. A chair may be re-elected for a term not to exceed three consecutive years.
 - E. The term of service of faculty members shall be three years. One-third of the membership shall rotate each academic year, new members assuming their duties at the commencement of the Fall semester.
 - F. Each student class shall nominate one of its members to the Dean, for appointment to the Committee without vote.
- vi. A quorum shall be defined as two-thirds of the membership with voting rights.
 - A. A member of the Committee may not delegate his/her voting privilege to anyone except a designated alternate. No member of the Committee shall vote on an issue in which he/she has a personal conflict or interest.
 - B. Voting on recommendations for student dismissal shall be by secret ballot.
 - C. Although the Committee as a whole is responsible for the final recommendation, separate sub-committees for the first-year class, the second-year class, and the combined third- and fourth-year classes may function as fact finding bodies and prepare proposed recommendations for the consideration of the Committee.
 - D. Each member of the Committee, as a representative of a department or a non-departmental course, shall be responsible for keeping the faculty of his/her department or course informed of Committee decisions and non-

confidential information and for conveying the views of his/her constituency to the Committee. Student members of the Committee shall likewise be responsible for keeping their constituencies informed of decisions and non-confidential information and shall represent their constituencies' views to the Committee.

- E. A dean from the Offices of Medical Education shall be responsible for informing any student whose problems are scheduled to come before the Committee and shall be responsible for informing the student by certified mail of any decision concerning him/her which is made by the Committee. The student shall be informed of his/her right to appear before the Committee and/or to be represented.
- F. A dean from the Offices of Medical Education shall be responsible for the production of minutes of all meetings of the Committee. Minutes are submitted only to the Chair of the Committee and the official copy is retained in the Office of Associate Dean for Medical Education. Committee members are provided viewing copies only for approval during meetings. Copies of the minutes are collected by the Associate Dean for Medical Education to maintain confidentiality.
- G. Decisions of the Committee shall be forwarded to the Dean for action. Concerning any decision of the Committee, the Dean shall implement the action, refer it back to the Committee for reconsideration, refer the matter to the Faculty Assembly for discussion and decision, or exercise his/her authority to dismiss as defined under the University Faculty Bylaws. Article 3. Subsection 9.
- H. A summary of all decisions will be presented by the Chair of the Committee to the assembled Faculty on two occasions, yearly; after the first semester, and after the second semester.

c. The Committee on Faculty Appointment, Promotion and Tenure

The duties of this committee shall be to advise the Dean concerning new appointments at the rank of associate professor or professor, and recommend promotion and tenure of Medical School faculty through the Dean to the campus review authority.

The committee shall consist of fourteen (14) members, each serving a term of three (3) years which shall begin on July 1, and terminate on June 30. The committee shall maintain a rotating roster of departments so that insofar as possible, over a period of years, all departments will have equal

opportunity to provide members for the committee. Department Chair or Interim Chair may not serve.

In May of each year, the Faculty Appointment, Promotion and Tenure Committee will notify the departmental chair, the chair of the departmental promotion and tenure committee, and each faculty member of an eligible department that a member of the staff should be elected to the committee for a three-year term beginning July 1.

Any faculty member holding a tenured appointment, or clinical track, professional practice track, research track or teaching track appointment at a rank of associate professor or professor is eligible for election to the committee. Committee members must be at the rank considered or above to vote on a recommendation. Therefore, only Professors may vote on recommendations at the Professor level. Only Professors and Associate Professors may vote on recommendations at the Associate Professor level. Similarly, only tenured faculty may vote on tenure decisions.

Only physicians with time in clinical practice (direct patient care) and clinical teaching (attending) may vote on clinical track recommendations. Any FAPT Committee member at the appropriate rank may vote on professional practice, research and teaching track recommendations.

After the election, the departmental chair will send the name of the department's elected representative to the Dean and to the Chair of the Faculty Appointment, Promotion and Tenure Committee.

If an elected representative cannot, for any reason, complete his/her three-year term of office, his/her department will elect another eligible staff member to complete the term. If no other eligible staff member is available, the Dean and the Chair of the Faculty Appointment, Promotion and Tenure Committee will be notified by letter. The Promotion and Tenure Committee will then determine the next available department on the rotating roster and invite that department to elect an eligible staff member to serve the unexpired term.

If, when its regular rotation comes up, an eligible department does not have an eligible staff member who can serve on the committee, the Dean and Chair of the Faculty Appointment, Promotion and Tenure Committee will be notified and the next eligible department will be invited to elect a representative. If, for any reason, an eligible department wishes not to elect a representative when it comes up on the roster, the Dean will be notified of the reason(s). He/she will refer the matter to the Faculty Affairs Council which will decide whether membership will pass to the next eligible department.

d. The Committee on Resources, Development and Allocations

This committee is responsible for advising the Dean in both extended development planning and resource allocation and in immediate reallocation issues in order to promote an environment where excellence may be achieved. The committee reports to the faculty through the Dean.

e. **The Preprofessional Scholars Program Admissions Committee**

Amended and accepted by a vote of the faculty May, 2013

The Preprofessional Scholars Program Admissions Committee shall be responsible for:

- Selecting students to participate in the Preprofessional Scholars Program. It is the obligation of the Preprofessional Scholars Program Admissions Committee to consider, in depth, the credentials of all applicants to the Preprofessional Scholars Program. The Preprofessional Scholars Program Admissions Committee will report annually to the Faculty Assembly.

The Preprofessional Scholars Program Admissions Committee shall also be responsible for:

- Approving policies and procedures regarding the Preprofessional Scholars Admissions Program.
- Reviewing and approving programs developed to enhance the education of students enrolled in the Preprofessional Scholars Program prior to their matriculation into medical school.
- Reviewing transcripts of Preprofessional Scholars Program students to monitor adherence to stated program requirements.

i. **Composition**

The committee shall be composed of 6-12 individuals, appointed annually by the dean. At least 70 percent shall be faculty from the medical school. Alumni physicians and community physicians are eligible for appointment to the Preprofessional Scholars Committee. Medical students who are alumni of the Preprofessional Scholars Program are eligible for appointment.

The associate dean for student programs and professional development and the director of admissions will serve as ex-officio (non-voting) members of the committee.

ii. **Length of Service**

To provide experience and continuity, members will be appointed yearly for a period of up to six consecutive years. No individual shall serve more than six consecutive years. Terms of service will begin on September 1. Medical student members will be appointed by the Dean following nomination by the third year medical student body. Medical student members may serve for up to 2 continuous years.

iii. Chair

By the last regular meeting of the academic year, the chair shall be elected by the committee from the committee membership with the advice of the dean.

The chair will prepare the agenda and preside at meetings, appoint subcommittees, and may also act as liaison to the dean's office, the Admissions Committee and the Faculty Affairs Council. The chair shall make a yearly report to the Admissions Committee. The chair shall organize an orientation for the committee prior to the student selection process.

iv. Interviews

Meeting times shall be determined by the committee. Applicant interviews shall be conducted according to a schedule set up in advance by the committee.

v. Quorum and Voting

A quorum is defined as two-thirds of all voting members of the committee. A quorum must be present for all votes. Voting shall be done by secret ballot, and decisions are based on simple majority for applicant selection. The voting format for other committee business may be left to the discretion of the committee.

vi. Informing Applicants of Committee Decisions

The deliberations of the Preprofessional Scholars Program Admissions Committee relevant to individual applicants shall be held in strict confidence by its members. Applicants shall be informed of committee decisions and actions only through the office of the dean.

Unsuccessful applicants seeking counseling and advisement may be given a statement of the rationale upon which the committee based its decision, but individual committee members shall not be quoted by name or otherwise identified as having taken a particular stance in the committee's deliberations.

Insofar as counseling and advisement may involve a reflection and subjective analysis of the committee's deliberations, provide suggestions for strengthening an individual's academic and/or personal qualifications as the committee has perceived them, and serve to elicit information and impressions which later may be used by the committee in considering an individual's subsequent reapplication, such counseling and advisement shall be undertaken usually by an associate or assistant dean.

f. Additional Standing Committees

Other standing committees may be formed by the Faculty Assembly. These committees shall be periodically reviewed by the Faculty Affairs Council and may be abolished by a two-thirds vote of the Faculty Assembly.

g. **Minutes**

Unless otherwise prohibited, minutes of all standing committees except those of the Committee on Student Promotion and the Committee of Faculty Appointment, Promotions and Tenure shall be sent to the Dean and the Faculty Affairs Council. The Committee on Student Promotions will provide a summary report of each meeting to the Faculty Affairs Council. Each standing committee shall report its general activities at least semiannually to the Faculty Affairs Council.

Article V

Officers of the Faculty

- A. The Dean of the School of Medicine shall be the Chair of the Faculty Assembly and also shall preside at faculty meetings.
- B. The Chair of the Faculty Affairs Council shall be the Vice Chair of the Faculty Assembly. The Vice Chair shall preside at meetings of the Faculty Assembly in the absence of the Chair or at other times when so designated by the Chair.
- C. A parliamentarian shall be appointed annually by the Chair of the Faculty Assembly.

Article VI

Meetings

- A. **General Faculty:** all with rank of instructor or above.

The general faculty shall meet once a semester for the purpose of receiving reports from the Dean and from the councils of the faculty. The dates of these meetings shall be set by the Faculty Affairs Council at the beginning of the academic year. Additional meetings may be called by the Dean, the Faculty Affairs Council or shall occur upon the written request of ten members of the faculty addressed to the Dean. Such meetings shall be called within fifteen days of the request.

- B. **Faculty Assembly:** faculty with regular appointments (tenure track), faculty on clinical, professional practice, research and teaching tracks, and faculty voted into Assembly.

- 1. **Meetings**

- The Faculty Assembly shall meet (a) at times determined by it, (b) when called by the Faculty Affairs Council, or (c) when called by the Dean. Upon written request of ten members of the faculty, the Dean shall call into meeting the Faculty Assembly within fifteen days of such request.

- 2. **Quorum**

Fifty members of the Faculty Assembly, representing at least ten academic departments shall constitute a quorum.

C. Notice

Notice shall be given by the Dean to all members of the faculty of the time and place of all meetings of the general faculty and of the Faculty Assembly. Such notice must be at least seven days in advance of meetings.

D. Agenda

The agenda for meetings of the general faculty and of the Faculty Assembly shall be determined jointly by the Chair of the Faculty Affairs Council and the Dean. Copies of the agenda shall be distributed to all members of the general faculty and of the Faculty Assembly prior to their meetings. Any item of new business not included on the distributed agenda shall be considered upon the approval of two-thirds of those voting members present or placed on the agenda for the next scheduled meeting by a majority vote.

E. Minutes

Minutes of all general faculty and of the Faculty Assembly meetings shall be recorded and copies distributed to all members of the faculty.

F. Parliamentary Rules

The parliamentary authority for meetings of the faculty or the Faculty Assembly shall be the current edition of Robert's Rules of Order Newly Revised.

Article VII

Faculty Appointment, Promotion and Tenure

A. Academic ranks and tenure are awarded to recognize and promote excellence in teaching, research and service, including health care. Tenure is awarded to safeguard academic freedom.

B. New Appointments

Candidates for regular and non-regular appointments are recommended by the appropriate departmental chair to the Dean with a separate letter of evaluation from the departmental promotion and tenure committee.

C. Promotion and Tenure

1. All regular faculty members have the right to be reviewed for tenure at times specified in Section 310.020 of the MU Faculty Handbook (<http://facultycouncil.missouri.edu/handbook/>). Earlier review for tenure may occur for outstanding academic merit.

2. Independent of tenure status, a faculty member has the right to be considered for promotion at intervals during his/her career. For tenured faculty below the level of professor, credentials have the right to be reviewed for promotion at least every five years. Any faculty member has the right to request consideration for promotion in any year.
3. Reviews for promotion and tenure action may be initiated by the departmental promotion and tenure committees. The committee shall notify faculty members of their review for promotion and/or tenure, document their academic merits, and recommend meritorious candidates to the Dean. A separate letter of evaluation from the departmental chair shall be appended to the recommendation. If the candidate holds a joint appointment between two departments or schools, each must prepare a separate recommendation which shall be combined into one file.
4. Recommendations relative to appointment or promotion to associate professor or professor and for the awarding of tenure shall be referred by the Dean with all documentation to the Committee on Faculty Appointment, Promotion and Tenure. The Dean may append his/her comments to the recommendations of the Committee on Faculty Appointment, Promotion and Tenure and forward them to the campus review authority. Promotion to assistant professor may be recommended by the Dean without reference to the Committee on Faculty Appointment, Promotion and Tenure.
5. Principles and guidelines for promotion and tenure shall be recommended by the Committee on Faculty Appointment, Promotion and Tenure, and approved by the Faculty Assembly. Evaluation shall be in the areas of teaching, patient care, health care, clinical research, basic research, and service to the University, professional organizations and the community. Account will be taken of the type and quality of the creative activity normally expected in the candidate's field. Length of service is not sufficient merit in itself.
6. To protect its effectiveness and impartiality, the minutes of the Committee on Faculty Appointment, Promotion and Tenure can be made available to the Dean and the Faculty Affairs Council only upon the filing of an appeal by an individual candidate. Voting will be by secret ballot. Tallies of votes will be recorded in the minutes of the committee and in the committee recommendation letter. The deliberations and votes will be kept confidential by committee members. Votes are to be recorded on the face page of each dossier per campus guidelines; however, the dossier will be managed in a confidential manner throughout the review process.
7. The committee can request additional information from departmental chairs, departmental promotion and tenure committees, faculty members, professional organizations and other sources as it deems necessary.
8. The Dean shall offer to the campus review authority the services of the chair of the Committee on Faculty Appointment, Promotion and Tenure to attend meetings and to provide information.

9. The Dean will advise the committee of all concurrences and reversals by the campus review authority.
10. The Dean will notify each individual candidate, the departmental chair, and the departmental promotion and tenure committee of the final action taken by the campus review authority.
11. The committee will circulate annually to the faculty, a calendar for the following academic year with all deadlines of the promotion and tenure review mechanism. The calendar shall provide sufficient time for:
 - a. the faculty member to organize pertinent supporting data,
 - b. committee action suited to the expected case load,
 - c. departmental chairs and the Dean to submit letters of evaluation and comments,
 - d. submission of recommendations to the campus review authority.

D. Appeal of promotion and tenure decisions shall be in accordance with established University policy.

Article VIII

Grievances

Faculty grievance procedures shall be in accordance with established University policy.

Article IX

Faculty Participatory Authority and Functions External to the School of Medicine

The faculty of the School of Medicine shall be represented on the Faculty Council on MU Policy. The Faculty Assembly shall elect representatives by mail ballot from a slate of nominees prepared by the Faculty Affairs Council. The Faculty Affairs Council on behalf of the Faculty Assembly shall recommend faculty members for specially appointed committees on those occasions when such nominations are requested by authorities external to the School of Medicine.

Article X

Procedures Governing the Disposition of Charges of Faculty Irresponsibility

Procedures governing the disposition of charges of faculty irresponsibility shall be in accordance with Section L of the Bylaws of the University of Missouri-Columbia Faculty, adopted November 14, 1974 (Collected Rules 310.010).

Article XI

Amendments

Amendments to these Bylaws may be proposed by the Faculty Affairs Council or by at least five members of the faculty. All proposed amendments must be submitted in writing to the Dean. The

proposed amendments shall be distributed to the faculty at least three weeks prior to balloting by mail. An affirmative vote of two-thirds of the faculty shall be required for the adoption of an amendment.

Rules and Regulations of Councils and Standing Committees

Committee on Student Admissions

Accepted by vote of the faculty, June 30, 1980. Amended by vote of the faculty, July, 1993 and May, 2014

I. Function

The committee shall select students for admission into the School of Medicine. It is the obligation of the committee to consider, in depth, the credentials of all applicants.

II. Composition

The committee shall be composed of 20-25 individuals, appointed annually by the dean. At least 70 percent shall be faculty from the medical school. There shall be representation of both clinical and basic science faculty. Alumni physicians, community physicians, and up to three resident physicians or fellows are eligible for appointment to the committee. These members will have full voting rights. Up to three medical student members will be appointed by the dean following nomination by the third year medical student body. Medical student members will have full voting rights. The associate dean for student programs and professional development and the director of admissions will serve as ex-officio (non-voting) members of the committee.

III. Length of Service

To provide experience and continuity, members will be appointed yearly for a period of up to three consecutive years. One-third of the committee shall be replaced yearly. No individual shall serve more than three consecutive years unless elected chair, when an additional year is permitted. Terms of service will begin on September 1. Medical student members may serve for up to 2 continuous years.

IV. Chair

By the last regular meeting of the academic year, the chair shall be elected by the committee from the committee membership with the advice of the dean. The chair will prepare the agenda and preside at meetings, appoint subcommittees, and may also act as liaison to the dean's office and the Faculty Affairs Council. The chair shall organize an orientation for the committee prior to the student selection process.

V. Interviews

Meeting times shall be determined by the committee. Applicant interviews shall be conducted according to a schedule set up in advance by the committee. The committee shall set minimal criteria for assured interviews. Applications not meeting the minimal criteria will be reviewed by a screening subcommittee selected from the committee membership.

VI. Quorum and Voting

A quorum is defined as two-thirds of all voting members of the committee. A quorum must be present for all votes. Voting shall be done by secret ballot. Direct admission of a student requires a two-thirds majority of those voting. Placing an applicant in the “hold-accept” category, retention on the alternate list, or rejection requires only a simple majority of those voting. The voting format for other committee business may be left to the discretion of the committee.

VII. Informing Applicants of Committee Decisions

The deliberations of the committee relevant to individual applicants shall be held in strict confidence by its members. Applicants shall be informed of committee decisions and actions only through the office of the dean.

Unsuccessful applicants seeking counseling and advisement may be given a statement of the rationale upon which the committee based its decision, but individual committee members shall not be quoted by name or otherwise identified as having taken a particular stance in the committee's deliberations.

Insofar as counseling and advisement may involve a reflection and subjective analysis of the committee's deliberations, provide suggestions for strengthening an individual's academic and/or personal qualifications as the committee has perceived them, and serve to elicit information and impressions which later may be used by the committee in considering an individual's subsequent reapplication, such counseling and advisement shall be undertaken usually by an associate or assistant dean.

VIII. Reporting

The committee will report at least once a semester to the Faculty Assembly.

Committee on Student Promotion

Accepted by vote of the Faculty June, 1980. Amended and accepted by vote of the Faculty October, 1991, August, 1999, and October, 2008.

Preamble

The Committee on Student Promotion (CSP) is charged by the Faculty of the School of Medicine with the responsibility of reviewing the progress of all students who are candidates for the degree Doctor of Medicine. To ensure that the Committee functions are discharged in a consistent manner which is harmonious with the wishes of the faculty, the following Rules and Regulations are promulgated.

To maintain an appropriate balance between faculty authority/privilege and the rights of students to confidentiality, the faculty hereby delegates to the Committee its traditional authority/privilege pertaining to promotion, deceleration of curriculum, leaves of absence, extended duration of curriculum, and recommendation for termination of students, but retains to itself the approval for graduation of those students recommended by the Committee to the Dean and Faculty. To properly discharge the responsibilities and authority so delegated, it is deemed essential that the Committee be broadly representative of the Faculty closely involved in medical student teaching and that these faculty representatives be responsible for conveying appropriate information to other members of the Faculty. The Committee on Student Promotion is adjured to maintain in confidence those personal or family matters of students which come to their knowledge through the functioning of the Committee and to ensure that the minutes of their meetings which are distributed outside the Committee shall refer to such matters only in general terms. This adjuration to maintain confidentiality shall not be interpreted to mean the elimination of the legitimate academic record of any such medical student from such minutes or the withholding of appropriate information from the Faculty of the School of Medicine.

To safeguard the right of the student to a fair and unbiased evaluation and to ensure that the responsibility of the Faculty to the student and to the citizens of Missouri is properly safeguarded, the process by which any vote of the Committee to terminate a student shall be reviewed by an Ad Hoc Review Committee of the Faculty, appointed by the Dean with the advice and consent of the Faculty Affairs Council. Such information about the student as is germane to the decision process of the Committee on Student Promotion shall be made available to the ad hoc review committee. (Rev. July 1992)

Finally, it is the will of the Faculty that any abridgements of or amendments to these Rules and Regulations shall not be made without prior presentation to the Faculty Assembly in open meeting and approval by mail ballot thereafter.

I. Committee Functions

The Committee, acting under the authority delegated to it by the Faculty of the School of Medicine, shall be responsible for:

- A. The recommendation of students for graduation and academic honors.
- B. The review and approval of proposed remediation plans for students having academic difficulty.
- C. The promotion or termination of students in the academic program.
- D. The consideration of requests for leave of absence and curriculum deceleration.
- E. The review of student performance on the National Board examinations.

II. Composition of the Committee

- A. The CSP shall consist of 12 regular voting members and 3 alternates: 4 members and 1 alternate to be chosen by the Years 1 & 2 curriculum block directors, 4 members and 1 alternate to be chosen by Years 3 & 4 Clinical Clerkship Steering Committee, and 4 at large positions and 1 alternate elected from the School of Medicine Faculty. The alternate from each category will participate when a regular member in that category is unable to attend a meeting. Nominations for the at-large positions may be made by any faculty member or by a medical school class.
- B. One-third of voting committee members will be selected or elected each year for a 3 year term, and they may serve up to two consecutive terms. After a three-year interval off the committee, they will again be eligible to serve as a voting member on the committee.
- C. To implement provision B, following its adoption, all 12 members and the three alternates will be selected in a single year but with one-third of the voting members and 1 alternate having a one-year term, a two-year term, and a full term, respectively. Individuals who are serving on the committee prior to the adoption of this procedure will be eligible for one additional consecutive term.
- D. A nonvoting Chair of the CSP shall separately be appointed by the Associate Dean for Student Programs and Professional Development for a single term of three years. Former Chairs may be reappointed after a lapse of at least one term.

- E. The Associate Dean for Student Programs and Professional Development and other appropriate representatives of the Dean's office will serve as *ex officio* members of the committee without a vote.
- F. To provide for student representation at each meeting, the following procedure will be followed. One student from the M1 class will be appointed by the Dean of the School of Medicine each Fall semester to serve on the committee as a non-voting member. Student members will continue service through the fourth year unless removed. The Dean of the School of Medicine will make the selection from among three nominees provided by students through an election process. To fill the initially vacant positions when these rules first go into effect, there will be a one-time selection of students from the M1, M2, and M3 classes, using the same nominating and selection procedure described in the previous sentence.
- G. Committee members will be chosen (including election of at large positions) during the winter semester for terms beginning August 1, except that student terms will commence May 1, so that students may be continuously represented.

III. Procedures

- A. A quorum shall be defined as two-thirds of the membership with voting rights.
- B. A member of the Committee may not delegate his/her voting privilege to anyone except a designated alternate. No member of the Committee shall vote on an issue in which he/she has a personal conflict or interest.
- C. Voting on recommendations for student dismissal shall be by secret ballot. A two-thirds majority of voting members present is required to pass all motions of dismissal. A simple majority of voting members present is required to pass all other motions.
- D. The CSP shall meet in a timely fashion after each block and in no case longer than 10 weeks after the beginning of the following block. Additional meetings may be called by the Chair as needed.
- E. The Chair shall distribute a written agenda for each regularly scheduled CSP meeting at least 3 business days prior to the meeting
- F. The Associate Dean for Student Programs and Professional Development shall be responsible for informing any student whose problems are scheduled to come before the Committee at least one week in advance. The Associate

Dean will offer to meet with the student and will inform him or her of committee procedures, including the option of having up to two advisors also attend the meeting, so long as there is notification of the committee Chair at least 24 hours in advance. The Associate Dean for Student Programs and Professional Development shall be responsible for informing the student by certified mail of any decision concerning him/her which is made by the Committee.

- G. The Associate Dean for Student Programs and Professional Development shall be responsible for the production of minutes of all meetings of the Committee. Minutes are submitted only to the Chairman of the Committee and the official copy is retained in the Office of the Associate Dean for Student Programs and Professional Development. Committee members are provided viewing copies only for approval during meetings. Copies of the minutes are collected by the Associate Dean for Student Programs and Professional Development to maintain confidentiality.
- H. The CSP is a closed committee. However, the Committee may invite block directors, clerkship directors, or any other faculty directly involved with the education of a student scheduled for discussion. The presence of such invitees must be approved by the Chair or a majority vote of the committee.
- I. The Chair shall be granted full authority to allocate time limitations on discussions. These time limitations may, however, be overridden by a majority vote.
- J. All information presented to the CSP, CSP deliberations, and CSP decisions are confidential, except as provided elsewhere in these regulations for review of committee decisions. All committee members and guests must sign a Code of Confidentiality agreement before attending a CSP meeting.
- K. The committee shall establish a procedure to allow students appearing before the committee to request that some or all of the student members not be present during the time that the student is appearing before the committee.
- L. Recommendations of the Committee shall be forwarded to the Dean for action.
- M. A summary of all decisions will be presented by the Chair of the Committee to the assembled Faculty on two occasions, yearly; after the Fall semester, and after the Winter semester. The Chair shall report the number of students recommended for dismissal along with the ultimate action of the Dean of the School of Medicine. In these reports, no names of students will be included.

IV. General Guidelines for Decisions Concerning Promotion and Graduation

The faculty recognizes that the competent physician not only must have adequate funds of knowledge, skills, and judgment, but also must demonstrate the personal qualities essential to the profession. Among these personal qualities are emotional stability and high ethical standards. Decisions regarding promotion and graduation take into account not only whether students have adequately met traditional classroom requirements, but also whether they have demonstrated the likelihood that they will be able to achieve and maintain the academic competencies and personal qualities required of the physician.

In making decisions concerning promotion and graduation, the Committee will evaluate the student carefully, taking into account whatever reasons may have led the student to have academic difficulty, such as problems of study habits, personal problems, medical problems, and family problems.

A. Criteria for Promotion and Evaluation of Students

In general, the promotion from one grading period to the next is contingent upon the satisfactory completion of the courses of each grading period. It is the prerogative of the Committee on Student Promotion to permit a student who has not satisfactorily completed a course in a preceding grading period to continue. Each student will demonstrate proficiency in each required course.

The evaluation of student progress in courses is based on such examinations or other tests as are established by each department or course and on professional standards and clinical skills as deemed appropriate by the department or course.

The School of Medicine requires that its students demonstrate proficiency in a variety of cognitive, problem-solving, manual, communicative and interpersonal skills. Therefore, the following abilities and expectations must be met by all students in the School of Medicine.

1. Students are expected to attend scheduled instruction or to otherwise obtain adequate competency and complete assignments in a timely and diligent manner.
2. Students are expected to obtain and analyze data, synthesize information, solve problems, and reach diagnostic and therapeutic judgments.
3. Students are expected to relate well to patients and to establish sensitive and professional relationships with them.

4. Students are expected to obtain a history and satisfactorily perform a physical examination and to communicate the results to a colleague with accuracy; clarity, and efficiency.
5. Students are expected to understand, perform, and interpret selected laboratory tests and diagnostic procedures.
6. Students are expected to display good judgment in their assessment and recommended treatment of patients.
7. Students are expected to learn to respond with precise, quick and appropriate action in emergency situations.
8. Students are expected to respond to criticism by appropriate modification of behavior.
9. Students are expected to interact effectively, humanely and consistently with their colleagues, with all members of the health care team, and with supporting staff.
10. Students are expected to demonstrate honesty and integrity in all aspects of their interaction with patients and staff and, in particular, in assuring the accuracy and completeness of their part of the medical record.
11. Students are expected to display the perseverance, diligence, and consistency necessary to complete the medical school curriculum and to be prepared to enter the practice of medicine as a life-long learner.

The School of Medicine insists that its students adhere to the following general principles of medical ethics. (These are modified from the American Medical Association's Principles of Medical Ethics, 1982, which are described there as "not laws, but standards of conduct which define the essentials of honorable behavior for the physician.")

1. A medical student shall be dedicated to provide competent medical service with compassion and respect for human dignity.
2. A medical student shall deal honestly with patients and colleagues and strive to expose or otherwise respond in a professional manner to those persons of the health care team whose behavior exhibits impairment or lack of professional conduct or competence or who engage in fraud or deception.

3. A medical student shall respect the law and also recognize a responsibility to seek changes in those requirements which are contrary to the best interests of the patient.
4. A medical student shall respect the rights of patients, of colleagues, and of other health professionals, and safeguard patient confidence within the constraints of the law.
5. A medical student shall continue to study, apply and advance scientific knowledge; make relevant information available to patients, colleagues, and the public; suggest consultation; and use the talents of other health professionals when indicated.
6. A medical student shall recognize a responsibility to participate in activities contributing to the improvement of society.

V. Grades

An assessment of academic performance takes into account the following four major components: a student's knowledge, skill, problem-solving abilities, and professionalism (including but not restricted to initiative, intellectual curiosity, interpersonal relations, respect for others, dependability, reliability, honesty, integrity, compassion, empathy, and moral values and ethical standards).

A student who is deficient in any one major component of his/her assessment cannot receive a satisfactory grade for the course.

The following grades are used by the University of Missouri School of Medicine.

First Year: Satisfactory (S); Unsatisfactory (U)

Second Year: Honors (H); Satisfactory (S); Unsatisfactory (U)

Third/Fourth Years: Honors (H); Letter of Commendation (LC); Satisfactory (S); Unsatisfactory (U)

Incomplete (*I*).

A student who cannot be assigned a grade at the end of a course in which he/she has been enrolled because his/her work is for good reason incomplete will be given an *I* grade which will be reported to the Registrar. An *I* grade may be assigned only when (1) the completed portion of the student's work is of passing quality, and (2) there is such evidence of hardship as to make it unjust to hold the

student to the time limits previously established for completion of his/her work. The time allowed for the removal of an *I* grade is normally one calendar year from the date of its recording (assuming that the student is in continuous enrollment during the time period). When the incomplete work is accomplished, proper notification of the grade to be assigned will be provided to the Registrar and the student.

WNG Withdrawal No Grade.

This grade signifies withdrawal from a course or clinical block no later than two weeks before the last scheduled day of classes with the approval of the course director and a Dean for Medical Education. When the *WNG* grade is awarded, the entire course must be repeated.

Reporting Final Course Grades:

Final course grades are due four weeks after completion of the course. If there are extenuating circumstances which preclude giving the final grade at this time, a Dean for Medical Education will be notified with an explanation of the extenuating circumstances. This extension of time should not be used to simply allow a student to rectify a poor grade to keep it off the permanent transcript. After satisfying the requirements to rectify an unsatisfactory grade, the new grade will be added to the transcript, but the previous grade will remain on the record.

VI. Student Promotions, Years 1 and 2

A. Requirement for Successful Completion of Course Work.

Students must successfully complete all preclinical course work prior to beginning the clinical curriculum. Completion of preclinical course work requires rectifying all unsatisfactory grades. Unsatisfactory grades must be rectified in a manner to be determined by the course faculty and approved by the CSP. All course requirements in the preclinical curriculum must be satisfied within 36 months of matriculation, excluding time on approved leaves of absence. The CSP may grant an extension in exceptional circumstances by approval of 2/3 of the voting members.

B. Referral to Committee on Student Promotions (CSP).

1. Student performance will be reviewed by the Committee on Student Promotion upon a student's receipt of an unsatisfactory grade in any course.

2. The CSP may also review a student for reasons other than a deficient grade such as a non-grade-related instance when concern is raised about the student's development as a physician.

C. Committee Deliberations.

The Committee will include in its deliberations all available information relating to student performance. The Associate Dean for Student Programs and Professional Development will report on the student's past efforts to improve his or her performance and any evaluations that have been performed. The Associate Dean will then make recommendations to the Committee for suggested remediation and further activities to improve performance. The CSP may approve these recommendations or suggest alternative actions; however, actual academic advising will occur elsewhere. The Committee will recommend one of four overall actions on the basis of this information:

1. Dismissal from school. The Dean of the School of Medicine has the ultimate responsibility for dismissal of students. All sections below relating to dismissal apply to actions taken by the Committee for Student Promotion with respect to recommendations to the Dean.
2. Academic probation, with or without special provisions.
3. Special programs or provisions, without academic probation.
4. Proceed without probation or special programs/provisions.

D. Dismissal from School.

The Committee on Student Promotion (CSP) may recommend to the Dean dismissal from medical school for students whose academic performance and/or professional development is judged to be unacceptable.

1. The CSP must vote on sending a recommendation for dismissal to the Dean for any student who accumulates three *U* grades during the preclinical curriculum.
2. A motion for recommended dismissal will be automatic when a student receives a *U* grade while on probation.
3. A motion to recommend dismissal will be automatic when a student receives a *U* grade in a course because of a deficiency in professionalism.

4. Approval of a motion to recommend dismissal requires a two-thirds majority vote of those voting members present.

E. Academic Probation.

1. Criteria for placement on academic probation.

- a. The Committee on Student Promotion (CSP) may place on academic probation any student whose academic performance (taking into account knowledge, skills, problem solving, and professionalism) is judged to be inadequate by a majority of voting members.
- b. Probation is automatic under any of the following circumstances:
 - i. Receipt of a second *U* grade at any time during the first two years whether or not the *U* grade has been resolved.
 - ii. Receipt of a *U* grade in a course because of a deficiency in professionalism.
 - iii. Failure to pass STEP I of USMLE

2. Duration

The duration of academic probation will be determined by Committee on Student Promotions (CSP), and the first time will consist of a minimum of one block. Students placed on probation after the end of the last semester of preclinical course work will remain on probation until all unsatisfactory grades are rectified. If probation is due to failure of USMLE STEP I, students will remain on probation until successful completion of this examination.

3. Required Academic Performance

It is expected that while on academic probation, students will complete all course work at a satisfactory level or better.

Receipt of an unsatisfactory grade while on academic probation mandates a motion for recommended dismissal by the Committee on Student Promotions (CSP). A recommendation for dismissal will require a two-thirds vote of the voting CSP members present

4. Intervention for the Student While on Academic Probation

Academic probation triggers intervention which should maximize the

opportunity for the student to learn. The Committee on Student Promotion (CSP) may recommend specific programs intended to facilitate student performance. Such programs might include regular meetings with the Associate Dean for Student Programs and Professional Development, assistance from educational specialists, or medical or psychiatric evaluation.

If a student is on probation because of a deficiency in professionalism, all faculty evaluating the student during the probationary period will be notified of the student's status and provided with that background information about the student sufficient and appropriate to form a valid judgment about the student's progress.

F. Comprehensive Exams

1. A comprehensive knowledge-based examination will be administered to all students at the end of the second year and may be conducted at the end of the first year. The USMLE Step I examination may be used for this purpose after the completion of the second year.
2. All students will be required to demonstrate comprehensive physical examination and history-taking skills at the end of the second year and prior to proceeding to the third year. The means of resolving a failure will be determined on an individual basis by the Committee on Student Promotions (CSP).
3. Students will be required to take Step 1 of the USMLE at the end of the second year of medical school and must pass it prior to beginning the senior year.
4. Following a first failure of the USMLE Step I examination, students will be placed on academic probation. Their performance will be monitored while continuing on their clinical blocks and any unsatisfactory performance will result in immediate suspension from the curriculum. Prior to their second attempt, students will be suspended from the curriculum for the duration of one clerkship (approximately eight weeks) to allow adequate study and preparation time. Students already on probation before taking USMLE Step 1 who then fail Step 1 of USMLE will not be allowed to go on to the clinical blocks. After a second failure of the USMLE Step 1 examination, students must meet with the Associate Dean for Student Programs and Professional Development and prepare a written plan for test preparation to be approved by the Associate Dean for Students Programs and Professional Development and by the CSP. Students who fail a third time, if retained in medical school, will not take

additional clinical training until the USMLE Step 1 requirement is satisfied.

5. Passage of Step I and Step II of the USMLE is a requirement for graduation from medical school.

VII. Student Promotions, Years 3 and 4

A. Requirements for Successful Completion of Course Work.

Students must successfully complete all course work prior to graduation. Completion of course work requires rectifying all unsatisfactory (*U*) grades. These grades will be rectified in a manner to be determined by the course faculty.

B. Referral to Committee on Student Promotion (CSP).

1. Student performance will be reviewed by the Committee on Student Promotion upon a student's receipt of an unsatisfactory (*U*) grade in any course.
2. The CSP may also review a student for reasons other than a deficient grade such as a non-grade-related instance when concern is raised about the student's development as a physician.

C. Committee on Student Promotion (CSP) Deliberations.

The Committee will include in its deliberations all available information relating to student performance. The Associate Dean for Student Programs and Professional Development will report on the student's past efforts to improve his or her performance and any evaluations that have been performed. The Associate Dean will then make recommendations to the Committee for suggested remediation and further activities to improve performance. The CSP may approve these recommendations or suggest alternative actions; however, actual academic advising will occur elsewhere. The Committee will recommend one of four actions on the basis of this information:

1. Dismissal from school. The Dean of the School of Medicine has the ultimate responsibility for dismissal of students. All sections below relating to dismissal apply to actions taken by the Committee for Student Promotion with respect to recommendations to the Dean.
2. Academic probation with or without special provisions.
3. Special programs or provisions, without academic probation.

4. Proceed without probation or special programs/provisions.

D. Dismissal from School.

1. For students in clinical training, the Committee for Student Promotion may at any time recommend to the Dean dismissal of a student whose academic performance is judged to be unacceptable.
2. The CSP must consider the motion. "The student shall be dismissed from the School of Medicine," for any student who accumulates three U grades during the clinical curriculum.
3. A motion to recommend dismissal must pass by two-thirds of the voting members present.

E. Academic Probation.

1. Criteria for placement on academic probation.
 - a. The Committee on Student Promotion (CSP) may place on academic probation any student whose academic performance and/or professional development is judged to be inadequate.
 - b. The CSP must place on probation any student receiving a grade of "U" in a clinical course.
2. Duration.

The duration of academic probation during the clinical curriculum will be at the discretion of the CSP.

3. Required academic performance.

The CSP will delineate specific expectations for student performance while on probation. At the conclusion of the probationary period, the CSP will review the student's performance and take one of the following actions:

- a. Remove from probation.
- b. Continue probation.
- c. Recommend dismissal from medical school. A motion for dismissal must pass by two-thirds of the voting members present.

4. Intervention for the student while on academic probation. The CSP may recommend interventions intended to facilitate student performance. Examples include regular meetings with the Associate Dean for Student Programs and Professional Development, assistance from educational specialists, or medical or psychiatric evaluation.

If a student is on probation because of a deficiency in professionalism, all faculty evaluating the student during the probationary period will be notified of the student's status and provided with that background information about the student sufficient and appropriate to form a valid judgment about the student's progress.

VIII. Regular Graduation

The Committee shall recommend medical students for graduation upon evidence of their satisfactory completion of the curriculum and upon evidence of the personal qualities required of the physician. Names of students recommended for graduation shall be forwarded to the Faculty Assembly of the School of Medicine for approval. A student may not graduate with an unrectified *U* grade on his/her record.

IX. Non-calendar Graduation

The Committee may recommend non-calendar graduation of a student in the following circumstances:

- A. The student shall have been recently enrolled as a student at least four years in a medical school setting, including time prior to or after admission to the University of Missouri-Columbia School of Medicine.
- B. The student shall have no unrectified *U* grades on the medical school record.
- C. The student shall present documentation of the prior experience which is to be used in lieu of free-time blocks in fulfilling the four-year requirement. The committee shall judge the experience as to its suitability.

The names of the students recommended for non-calendar graduation shall be forwarded to the Faculty Assembly of the School of Medicine for approval.

X. Graduation with Honors.

Graduation with honors is based upon academic achievement of the individual.

- A. Each course in the second, third, and fourth years will be assigned an "Honor Points" value that is based upon the number of credit hours on record with the University of Missouri Registrar.
- B. Students will accumulate points for the eligible courses in which they have earned Honors.
- C. A student with 50 percent of the potential honor points for the preclinical and clinical courses taken at the University of Missouri-Columbia School of Medicine will be considered for graduation cum laude.
- D. A student with 75 percent of the potential honor points for the preclinical and clinical courses taken at the University of Missouri-Columbia School of Medicine will be considered for graduation magna cum laude.
- E. A student with 90 percent of the potential honor points for the preclinical and clinical courses taken at the University of Missouri-Columbia School of Medicine will be considered for graduation summa cum laude.
- F. No student with more than one *U* grade on his record will be awarded academic honors.
- G. Honors recommendation for clinical elective work done away from the University of Missouri-Columbia Hospital and Clinics will not be recognized nor added to the total honor points the student has accumulated.
- H. No student convicted of academic dishonesty will be awarded academic honors.
- I. Students admitted with advanced standing in the School of Medicine will be considered for graduating with honors based on a minimum of seventy (70) credit hours taken after admission to the University of Missouri-Columbia School of Medicine.
- J. Upon petition, students admitted with advanced standing in the School of Medicine, as well as those who have achieved "advanced placement," will have pertinent prior course work reviewed for School of Medicine honors by a special subcommittee of the Committee on Student Promotion. It must be emphasized that the basis for awarding School of Medicine honors lies within the course work done while the student is at the University of Missouri-Columbia School of Medicine.

XI. Leave of Absence

- A. This term shall apply when a student plans to absent himself/herself from the School of Medicine. Leave of absence shall be limited to situations when automatic readmission is implied--such as family problems, illness, or other personal consideration, but the committee reserves the right to review the student's situation prior to the time of potential reentrance.
- B. Leave of absence will be considered by the Committee in the following circumstances.
 - 1. The student shall submit in writing a detailed explanation of his/her request.
 - 2. The Associate Dean for Student Programs and Professional Development shall determine that the student is currently in good standing and/or whether continuing satisfactory performance may be jeopardized by the considerations referred to above.
 - 3. The Committee or Committee Chair may request or require that the student appear in person, except where considerations referred to above make this impossible or undesirable.
- C. Approval will be given only in those instances where such a leave is clearly in the best interest of the students.
- D. The Committee may approve other absences when necessary on an individual basis by a simple majority of voting members present.
- E. The Associate Dean for Student Programs and Professional Development may approve a leave of absence for compelling urgent reasons on an interim basis until the next CSP meeting.

XII. Extended Duration of Curriculum without Academic Deficiency

- A. This term shall apply when a student extends the duration of his/her undergraduate medical training beyond the customary four years.
- B. Extension of curriculum will be considered by the committee when:
 - 1. Requested by a student in writing, including a detailed description of the student's plans and the rationale behind the request. Letters of support shall be obtained from those faculty members involved in the curriculum change.

2. The Dean of Medical Education documents that the student is in good standing and provides the committee with his/her academic records.
 3. The student appears before the Committee in person to present his/her plans and answer questions.
- C. Each request for curriculum extension shall be carefully evaluated on its own merit with regard to the educational benefits to be derived by the student.
- D. It shall be the policy to grant requests for extension of curriculum when there is evidence that the student will benefit from the change.

Curriculum Board

Accepted by vote of the Faculty July 14, 1993. Amended and accepted by vote of the Faculty October 1, 1993, June 1994, January 10, 2003, and January 8, 2018

The Curriculum Board is charged with the primary policy making authority of the Faculty Assembly in matters concerning the academic programs of the School of Medicine.

I. The School of Medicine refers to the entirety of the MU School of Medicine. The two campuses will be referred to as the Columbia campus and the Springfield campus.

II. The Board shall consist of

fifteen (15) members, nine (9) of whom are Faculty from the Columbia campus, one (1) of whom is Faculty from the Springfield campus and five (5) of whom are students, with four (4) students, one from each class at the Columbia campus, and one (1) student from the Springfield campus. The Dean shall appoint representatives, from each and all School of Medicine campuses, to be ex-officio members without vote.

A. The Faculty Assembly shall elect to the Board ten (10) Faculty Assembly members at large, nine (9) from the Columbia campus and one (1) from the Springfield campus, representing both the basic and clinical departments. At no time shall there be less than four (4) members of the Board from either the basic science or clinical departments. Each Board member shall serve a four year term, to begin July 1. After an interruption of service of not less than one year a member shall, once more, be eligible to be elected to the Board. Terms of faculty shall be staggered so that two (2) to three (3) members rotate off each year. The election process for Faculty Assembly candidates shall be carried out by the Faculty Affairs Council. Election to the Board will be by vote of the Faculty Assembly. Slates of candidates for all campuses will be sought based on their commitment to promoting excellence in the appropriate learning environment for students of the School of Medicine. The nomination process will be open, with candidates solicited from departments and individual members of the Faculty Assembly. The process will be sensitive to generating a slate representing faculty diversity. Nominees will be identified on the ballot as clinical or basic science faculty (as determined by the Faculty Assembly with regards to their department or primary appointment or major activity). The faculty candidates for the Board shall provide the Faculty Assembly (through the Faculty Affairs Council) with a brief summary of teaching accomplishments and a statement of aspirations for their tenure on the Curriculum Board. Ballots will be counted and a list by descending plurality will be prepared. The available openings on the Board will then be filled from the top of the list until the membership limits have been reached.

B. Five (5) students, four (4) from the Columbia campus and one (1) from the Springfield campus, shall be nonvoting members of the Board, each elected by

his/her campus class prior to July 1, except that the M-1 class shall elect its member at the end of the first block. Each member shall serve a one-year term and be eligible for re-election all four years. Alternates for each student member shall be elected and will serve in the absence of his/her colleague.

- C. The Board shall elect a chair, vice-chair and secretary. Terms of office are for one year. At the end of its term, the chair will assume the position of chair emeritus and continue to assist the new chair and vice chair in their leadership positions of the Board.

III. The Curriculum Board, for the Faculty Assembly, shall

- A. Oversee the development and maintenance of a comprehensive list of outcome goals or competencies for graduates of the School of Medicine. The goals shall be updated at least triennially and approved by a vote of the Faculty Assembly. The Board shall establish explicit learning objectives to accompany the goals. The objectives are to be used by faculty to define the appropriate content of courses. The Board is responsible for assuring that each objective is addressed at an appropriate point in the curriculum and the Board will work closely with the Offices of Medical Education to implement the Board's objectives.
- B. Make recommendations about curriculum content, methods of instruction and evaluation to faculty who plan individual blocks and courses. An annual written report to the Dean will include assessment of the curriculum and address matters of accountability. This report will be presented to the Faculty Assembly at a specific meeting established to consider the report and other issues concerning medical education. Recommendations from the Board to insure that the curriculum enables the School of Medicine to accomplish the outcome objectives shall come from, but should not be limited to, a thoughtful, ongoing, methodical review of block and program evaluations, pass/fail rates and minutes from the Committee on Student Promotion, Pre-Clerkship Steering Committee (previously called Curriculum Directors), and Clinical Curriculum Steering Committee.
- C. Serve as an advocacy group for Faculty in their roles as teachers, promoting existence of opportunities for faculty development and a cohesive system for evaluating teacher effectiveness with substantial faculty rewards for teacher excellence.
- D. Define length of constituent blocks in the curriculum, approve the exam schedule, and approve electives added to the curriculum.

IV. Meetings and Agenda

- A. Meetings shall be held monthly on the fourth Wednesday of each month and upon the call of the chair.
- B. Agenda items for discussion and/or review may be proposed by Board members, the Dean's Office, faculty and students.
- C. At least one member of the Board shall be represented at the annual Association of American Medical Colleges meeting.
- D. The Board may convene ad-hoc advisory groups to assist in its deliberations. The composition of these subcommittees will be at the discretion of the Board and may include members of the general faculty and student body.
- E. An appropriate budget for the faculty teaching rewards, as well as for secretarial and statistical support shall be provided by the Dean's Office to accomplish the work of the Board.
- F. Meetings are open to faculty and student observers.

V. Implementation

All items shall be voted on with a simple majority of those present indicating the will of the Board. A quorum shall exist when a majority of the voting members are present in person or by active electronic communication. Policy decisions and recommendations of the Board will be forwarded to the Dean, to the Faculty Affairs Council and to the Faculty Assembly.

VI. Rules and Procedures

The Board shall operate in the spirit of Robert's Rules of Order Newly Revised.

Faculty Affairs Council

Accepted by vote of the faculty, November 1, 1979

I. Purpose

The Faculty Affairs Council (FAC) of the University of Missouri-Columbia School of Medicine was officially formed on January 26, 1977, to serve as a representative body of the medical school faculty in all matters of concern to that faculty, particularly insofar as regards issues relevant to the governance of the medical school.

According to the School of Medicine Faculty Bylaws adopted by the faculty in January, 1979, the Faculty Affairs Council, for the Faculty Assembly, shall develop faculty bylaws and review them periodically, recommend medical school policy on appointment, promotion and granting of tenure; promote affirmative action in faculty recruiting; promote accurate reporting of faculty performance and load; and advise the Dean on candidates for appointment to the standing committees.

The FAC shall in all matters uphold the rights, responsibilities and authorities of the faculty. The Faculty Affairs Council may delegate operational tasks. The Faculty Affairs Council shall recommend for internal use the date of the beginning and the end of each academic year for the School of Medicine. The FAC may review annually the operational committees of the School of Medicine.

II. Membership

The Faculty Affairs Council (FAC) shall be comprised of one elected representative from each medical school department and the school's elected representatives to the Faculty Council on MU policy. An alternate for each representative should be designated by each department, and these alternates shall serve on the council as full members in the absence of the primary departmental representatives. The Dean and department chairs shall not serve as elected departmental representatives or alternates to the FAC. The departmental representatives shall be elected by a secret ballot by members of their departments for a term of three years beginning September 1. The FAC shall adopt a schedule of staggered rotation so that no more than one-third of its membership is up for re-election in any given year.

III. Officers

The officers of the Faculty Affairs Council (FAC) shall be a Chair and a Secretary, the latter to assume the duties of the Chair in that person's absence. In addition, the Secretary shall record the minutes of each meeting, distribute them to the FAC members and alternates, the Dean, department chairs, chairs of councils and chairs of standing committees. The secretary shall serve as parliamentarian for the FAC.

The FAC shall elect its officers from among its membership. The School's elected representatives to the Faculty Affairs Council on MU policy are not eligible for office. Nominations for each office shall be made at the initial meeting of each year, and elections held at the next subsequent meeting. The officers of the FAC may be removed from office by a two-thirds vote of the FAC or of the Faculty Assembly.

The chair of the FAC shall be Vice Chair of the Faculty Assembly and shall preside at meetings of the assembly in the absence of the chair (the Dean of the School of Medicine) or at other times designated by the chair.

IV. Faculty Affairs Council Meetings

The Faculty Affairs Council (FAC) shall attempt to meet on a regular bi-weekly basis throughout the year, though a longer or shorter interval between any two meetings may be established by specific action of the council or at the discretion of the chair should the council not be in session when need to alter the date of a previously scheduled meeting arises. Special meetings of the council may be called at any time by its chair or by agreement of one-third of its membership.

A. Faculty Assembly Meetings

The Faculty Affairs Council (FAC) shall set the dates of Faculty Assembly meetings by September 15. Additional meetings may be called by the Dean, the FAC, or shall occur within 15 days after a written request of ten members of the faculty addressed to the Dean.

B. Quorum

The quorum necessary for the conduct of Faculty Affairs Council (FAC) business shall be a simple majority of the total membership.

C. Agenda

An agenda for each regular meeting of the Faculty Affairs Council (FAC) shall be prepared by the secretary and chair and distributed by the chair at least two days prior to the meeting.

An agenda for meetings of the faculty and of the Faculty Assembly shall be determined jointly by the chair of the FAC and the Dean and distributed at least two days prior to the meeting.

V. Rules and Procedures

The Faculty Affairs Council shall operate in accordance with Robert's Rules of Order Newly Revised except insofar as they may be in conflict with any special rules or procedures adopted by the council, in which case the latter shall prevail.

Faculty Appointment, Promotion and Tenure Committee

Accepted by vote of the faculty, November, 1979. Amended by vote of the faculty, October, 1991. Amended by Executive Order 6A, September, 1992. Amended in accordance with campus guidelines, 2005 and 2012, Amended by vote of the faculty July 2010, Amended by vote of the faculty September 2017.

I. Faculty Rights and Faculty Responsibilities

The material in this section applies to all faculty members, regardless of track, unless otherwise specified. Rules and regulations related to tenure apply only to faculty who are tenured or in the tenure track.

A. General

Academic rank and tenure are awarded to recognize and promote excellence in teaching, research, and service including health care. Tenure is awarded to safeguard academic freedom. The Faculty Bylaws of MU explicitly place in the faculty the full responsibility for determining the qualification for faculty membership for promotion and for awarding continuous appointment (tenure).

The faculty and students of the University of Missouri system are the heart of the institution. As scholars and researchers, the members of the faculty have the primary responsibility of carrying out one of the basic missions of the University--scholarship. Together with the students, they engage in the other essential University activity--teaching. The faculty is also a major factor in carrying out the University's important mission in extension, a complex series of activities that are integrally related to both teaching and scholarship. Many of the University's policies, particularly in the area of personnel, curriculum and academic standards, are determined by the faculty. The faculty also acts in an important and unique advisory capacity in many administrative functions, such as resource allocation and selection of administrative personnel.

Just as the faculty occupies a singular position, central to the basic mission of the University, members of the faculty also carry special responsibilities: to their students, to their discipline, to their colleagues, and to their community. At MU, professors enjoy complete academic freedom, in the traditional sense of the term, and enjoy the benefits of a tenure system. Many specific duties, power and responsibilities of the University faculty are articulated in the bylaws of each campus.

Since scholarship, research and creative works are critical to the mission of the University, faculty contributions are particularly encouraged. As much as anything else, it is the degree of dedication to scholarship, research and creative work that distinguishes the University of Missouri from other state institutions of

higher education. ([MU Faculty Handbook](http://facultycouncil.missouri.edu/handbook/),
<http://facultycouncil.missouri.edu/handbook/>)

B. New Appointments

Initial searches for tenure track and non-tenure track (NTT) faculty should be conducted on a regional or national basis as appropriate with the involvement of a faculty-based search committee. The process for both types of faculty positions should be similar, with interviews/presentations to division faculty, staff and students, and a full review of candidates' dossiers. Student feedback is particularly important for all teaching faculty. Searches for NTT faculty will be in compliance with Collected Rules 310.035e.

Candidates for regular and non-regular appointments are recommended by the departmental chairs to the Dean with a separate letter of evaluation from departmental promotion and tenure committee. Appointment to associate professor or professor requires further evaluation by the Committee on Faculty Appointment, Promotion and Tenure. Criteria and guidelines for academic rank shall be the same as for existing faculty.

C. Promotion and Tenure

1. All tenure track faculty members have the right to be reviewed for tenure at times specified in Section 310.020, University of Missouri Collected Rules and Regulations of the [MU Faculty Handbook](#). Earlier review for tenure and/or promotion may occur for outstanding academic merit.
2. Independent of tenure status, a faculty member has the right to be considered for promotion at intervals during his/her career. For tenured faculty below the level of professor, credentials will be reviewed for promotion at least every five years. A faculty member has the right to request consideration for promotion in any year, if not a full professor.
3. Reviews for promotion and/or tenure action may be initiated by the faculty member, the departmental chair and the departmental promotion and tenure committee. The committee shall notify faculty members eligible for promotion and/or tenure, document their academic merits, and recommend meritorious candidates to the Dean. A separate letter of evaluation from the departmental chair shall be appended to the recommendation.
4. Recommendations relative to promotion to associate professor or professor, and recommendations for tenure shall be referred by the Dean with all

documentation to the Committee on Faculty Appointment, Promotion and Tenure. Candidates who are not recommended for promotion to associate professor should not be recommended for continuous appointment. Conversely, while there may be some cases in which an exceptional record warrants promotion to associate professor prior to the awarding of tenure, it should be kept in mind that to make such a promotion seems almost certainly to hold out the promise of tenure. Thus, for tenure track faculty, it is the normal case that recommendations for promotion to associate professor and for tenure are made simultaneously. The Dean shall append his/her comments to the recommendation of Committee on Faculty Appointment, Promotion and Tenure and forward them to the campus review authority.

5. Principles and guidelines for appointments, promotion and tenure shall be recommended by the Committee on Faculty Appointment, Promotion and Tenure, approved by the Faculty Assembly, and published. As appropriate to faculty track, evaluation shall be in the areas of teaching, advising and mentoring; scholarship, research and creative works; service to the University, professional organizations, and the community; and clinical service. Length of service is not adequate merit in itself for promotion or tenure.

The terms "continuous appointment" and "tenure" have been used in the guideline statements. A continuous appointment, as the term implies, is made without time limitation and an appointment with tenure implies a continuous appointment. The definition of tenure, the conditions under which it is granted, and the conditions under which it may be revoked are stated in the University of Missouri Rules and Regulations Section 310.020.

http://www.umsystem.edu/ums//rules/collected_rules/faculty/ch310/310.020
[Regulations Governing Application of Tenure](http://www.umsystem.edu/ums/rules/collected_rules/faculty/ch300) and
http://www.umsystem.edu/ums/rules/collected_rules/faculty/ch300

II. Principles Guiding Appointments, Promotions and Tenure

The material in this section applies to all faculty members, regardless of track, unless otherwise specified. Rules and regulations related to tenure apply only to faculty who are tenured or in the tenure track.

- A. Teaching, Advising and Mentoring: Teaching associated with patient care is included under this heading.
 1. A faculty member who excels in teaching will inspire and motivate students in their studies as acknowledged by student and peers, continue in scholarship to increase personal depth and breadth of knowledge, and contribute to methods of teaching and teaching aids in the faculty member's subject matter area. Counseling and advising students, and mentoring junior members of the

discipline shall be considered part of the teaching responsibility.

2. A faculty member who excels in teaching will:
 - a. Teach on a regular (not occasional) basis
 - b. Show creativity and expertise in his/her teaching endeavors.
 - c. Have his/her teaching efforts evaluated as excellent by peers, students, residents, fellows and graduates.

3. The authorship of teaching products that are not peer-reviewed and available outside the University of Missouri (and, therefore, not eligible to be considered as scholarship) can be considered to be aspects of teaching. Examples include but are not limited to cases, manuals, and electronic resources.

B. Scholarship, Research and Creative Work

Scholarship, research, and creative work are important to life in a university community. Faculty members who excel in these areas will be distinguished by scholarly work recognized by members of the discipline outside the University of Missouri, research published in refereed journals and presses, or other appropriate methods.

Scholarship, research and creative work must be significant additions to the body of knowledge; to the improved understanding of the field; to the development of new techniques, new apparatus, new or improved methods of diagnosis or therapy; or other means of advancing the medical sciences. The original products must be:

- Peer reviewed by authorities in the field
- Publicly disseminated AND
- Contribute to advances in the field

C. Service

1. Service to the University, the Community and Professional Organizations

Service to the University, the community and professional organizations may be considered. Service to the University includes departmental, divisional and campus-wide committee work, and administrative duties. Beyond this, a faculty member should formulate and work toward the solution of problems of public interest and concern; participate in the work of professional organizations and groups at governmental, industrial, and technical agencies; or contribute in other ways outside the university.

2. Clinical Service

A faculty member who excels in clinical service will demonstrate the following:

- Ability to deliver effective patient-centered care.
- Honest with high ethical standards.
- Knowledgeable in biomedical sciences, evidence-based practice, and societal and cultural issues.
- Critical thinking and problem-solving.
- Ability to communicate effectively with patients and others.
- Ability to collaborate with patients and other members of the health care team.
- Commitment to improving quality and safety
- Commitment to life-long learning and information mastery.

D. Extension and/or Continuing Education

A faculty member who has an extension appointment must demonstrate:

1. Ability to plan, organize, and carry out effective educational programs,
2. Concern for, and response to educational needs of clientele groups,
3. Evidence of continued intellectual growth in the appropriate discipline.

Continuing education programs, on and off campus will include the teaching at the undergraduate and graduate levels (with or without academic credit) of students not enrolled in academic degree programs. Continuing education also includes specialized courses and short courses in professional disciplines, and related areas.

E. Terms of Appointment

An individual will receive an initial appointment to the faculty based on his/her previous experience, educational background, assigned responsibilities, and departmental expectations. At the time of appointment to the faculty, a letter will be placed in the individual's personnel file outlining:

1. The specific responsibilities assigned to the individual.
2. Percent effort of the individual with regard to the various missions of the School of Medicine.
3. Departmental expectations of the individual.

F. Performance Review

In addition to the yearly review required for all faculty members (CRR 310.015), each individual appointed at the Assistant Professor level will undergo a formal review by the Departmental Appointment, Promotion, and Tenure Committee and the department chair during the third year as a member of the faculty. On the basis of findings of the review, the individual will be counseled by his/her department chair, and his/her responsibilities will be adjusted to reflect any changes in career plans.

At the conclusion of the review process, individuals who received an initial appointment in the tenure track may have the opportunity to switch into the appropriate non-tenure track provided that they have had a significant change in duties during that period of time. This change must be approved by the Chair, the Dean, and the Provost. Individuals who desire to remain in the tenure track (whose duties have not changed) will be treated according to the existing rules and regulations governing promotion and tenure.

G. Changing Tracks

A faculty member whose professional activity changes during the course of his or her appointment may change tracks to reflect the change in his or her professional goals. Such changes may be made upon written request to the department chairperson with his or her concurrence and that of the Dean and Provost and will become effective on date of approval. See Appendix A for additional information.

H. Extension of the Probationary Period

An extension of the pre-tenure period may be granted upon written agreement of the faculty member, the Department Chair, the Dean, and the Provost as stated in the campus rules and regulations CRR 320.035 and CRR 310.025. Extension requests will be evaluated based on the guidelines established for the University of Missouri-Columbia campus.

I. General Basic Principles

The review of promotion and tenure recommendations should be consistent with the following basic principles:

1. Criteria and procedures used in evaluation will be established at the departmental and/or divisional level and known to the faculty.
2. The faculty through elected representatives will have a significant role in the establishment of the criteria and procedures.

3. Each faculty member will be entitled to an annual evaluation and discussion of his/her professional progress and future goals (normally with the department chair). Written documentation of the annual review shall be provided to the faculty member and the Office of the Dean.
4. Evaluation at all levels will involve persons selected by the appropriate faculty group.
5. When an individual holds appointments in more than one department, a recommendation for tenure may be initiated only by the department in which he/she holds his/her primary appointment. A recommendation for promotion, may, however, be initiated by any department in which he/she holds an appointment, but that recommendation will apply only to his/her appointment in that department. When any recommendation for promotion or tenure is initiated for such an individual, the department initiating the action will notify the other department(s) in which the individual holds joint appointment(s). The other department(s) may then support or oppose the action at any level within the School of Medicine or may initiate parallel recommendation to promote that individual simultaneously in their own department.
6. Prior teaching, research and service in another school of medicine or similar academic institutions of equal rank should count toward promotion in this institution. Candidates must also show sustained productivity in this institution.
7. Any person who is a candidate for a position in this institution shall meet the same requirements for rank listed for promotion of members within our own institution. It is strongly recommended that new members of faculty be considered at the rank of assistant professor to allow maximum time to establish scholarship except when the candidate has exemplary history of sustained productivity in teaching, scholarship/research, and service.
8. There are no automatic promotions independent of merit. Thus, a person should not be promoted merely because that person has been assigned to an administrative or service position, needs a raise in salary, or is asked to consider a position in another university.
9. Appointments to academic rank must be to a specific department or departments.

10. "External Criteria for Promotion, School of Medicine"

- a. Complete curriculum vitae should contain pertinent references to generally accepted sources of external criteria such as certification by appropriate specialty boards, election to specialty colleges or societies, appointment to national committees, officerships, lectureships, consultant positions, editorial boards, etc.
- b. Application for promotion should also contain references from six (for tenured and tenure track faculty) and four (for non-tenure track faculty) specific individuals outside the School of Medicine who serve as peer reviewers regarding the applicant's qualifications.

III. Academic Rank

Below are criteria for appointment and/or promotion that apply regardless of specific faculty track. Detailed information for each track is given below. Please see Appendix C for guidelines for all ranks and all tracks.

A. Appointment at the Assistant Professor Level

1. Promotion to or appointment as an assistant professor is based on potential to perform the tasks of a faculty member.
2. An appropriate academic record should be presented and each candidate should have completed the requirements for the highest earned degree in his/her area of specialization.
3. Each candidate must present credentials and peer recommendations that indicate potential for growth as a faculty member.
4. When appropriate, certification of the individual by one or more American medical specialty boards in the area or a closely related area to that in which the individual is practicing.

B. Appointment at the Associate Professor Level

Promotion to or appointment as associate professor is based upon demonstrated excellence in the areas appropriate to the faculty member's track. General

requirements for appointment at the associate professor level include the criteria listed for appointment at the assistant professor level and favorable evaluation by six (for tenured and tenure track faculty) and four (for non-tenure track faculty) peer reviewers outside the University of Missouri-Columbia, in addition to satisfactory appraisal by colleagues and others within the University.

C. Appointment at the Professor Level

Promotion to or appointment as professor indicates recognition by professional peers that the candidate is an authority in the field in areas appropriate to the specific faculty track. It is expected that the candidate will continue to contribute to the academic programs at the University. The magnitude of impact of the individual on the field and the University should be the key determinant for appointment or promotion at the professor level.

The general requirements for promotion to professor shall differ from those for associate professor only the degree and to the extent that the professor shall be considered and recognized as truly an expert and authority in his/her field. Favorable evaluation by six (for tenured and tenure track faculty) and four (for non-tenure track faculty) established peer reviewers outside the University is required in addition to satisfactory appraisal by colleagues and others within the University.

IV. Tenure Track Faculty

There are two paths for appointment and/or promotion on the Tenure Track. Below are the criteria that apply to the faculty tenure tracks.

Summary of Faculty Criteria by Track						
Activity	Tenure Track		Non-Tenure Tracks*			
	Clinician Scholar Path	Research Scholar Path	Clinical Track	Professional Practice Track	Research Track	Teaching Track
Research, scholarship and/or creative work	Excellence	Excellence	*See below	*See below	Excellence	*See below
Teaching,	Excellence	Excellence	*See below	*See below	*See below	Excellence

	Summary of Faculty Criteria by Track					
advising and serving as a mentor						
Service and other clinical work	Significant contribution	Significant contribution	As appropriate	As appropriate	As appropriate	As appropriate
Clinical Service	Excellence	Required if appropriate	Excellence	*See below	Not Required	Not Required
	*Evaluation of the candidate's application for promotion should focus on the specific area of appointment – teaching, research, clinical or extension – as well as service and professional activities related to that primary responsibility. (CRR 310.35 Executive Guideline No. 35, 5-1-13)					

A. Clinician Scholar Tenure Path

The criteria described in “Academic Rank” above, applies here. The following criteria are specific to faculty members who utilize the clinician scholar path to tenure. Please see Appendix C for guidelines for all ranks and all tracks.

1. Assistant Professor

Promotion to or appointment as an Assistant Professor on the clinician scholar path requires that the candidate demonstrate interest in clinical care, teaching and scholarly work as a profession. The candidate will present credentials and peer recommendations that indicate potential for growth as a faculty member in these areas.

2. Associate Professor

Promotion to or appointment as an Associate Professor on the clinician scholar path is based primarily upon demonstrated excellence in education, clinical care, and in scholarship, research and/or creative works.

Accomplishments in scholarship appropriate to faculty on this path include those that are peer-reviewed by authorities in the field, publicly disseminated, and contribute to advances in the field. These may include publications as well as other peer-reviewed, publicly disseminated contributions such as

curricular innovations, teaching materials, clinical protocols and innovations in patient care.

An Associate Professor on the clinician scholar path will have made contributions in service to the University, the community and professional organizations.

In addition, an Associate Professor on the clinician scholar path will have achieved:

- a. Appropriate recognition of his/her professional attainments by one or more of the following means:
 - Elected membership and active participation in one or more national professional organizations in the candidate's field(s) of scholarly and professional involvement.
 - Current or past appointments or other recognition as a consultant in his/her field by governmental or other organizations outside the University or the Harry S Truman Memorial Veterans Hospital.
- b. Favorable evaluation by six established peer reviewers outside the University of Missouri-Columbia, in addition to satisfactory appraisal by colleagues and others within the University.

3. Professor

Promotion to or appointment as Professor on the clinician scholar path indicates recognition by professional peers that the candidate is an authority as a clinician, teacher and scholar in the field of specialization. There is confidence that this candidate will continue to make contributions to the academic programs at the University of Missouri-Columbia.

The general requirements for promotion to Professor shall differ from those for Associate Professor only in the degree and to the extent that the Professor shall be considered and recognized as truly an expert and authority in his/her field.

Similarly, the Professor will have favorable evaluation by six established peer reviewers outside the University in addition to satisfactory appraisal by colleagues and others within the University.

B. Research Scholar Tenure Path

The criteria described in “Academic Rank” above, applies here. The following criteria are specific to faculty members on the research scholar tenure path. Please see Appendix C for guidelines for all ranks and all tracks.

1. Assistant Professor

Promotion to or appointment as an Assistant Professor on the research scholar path requires that the candidate demonstrate interest in scholarship, research, and teaching as a profession. The candidate will present credentials and peer recommendations that indicate potential for growth as a faculty member in these areas.

2. Associate Professor

Promotion to or appointment as an Associate Professor on the research scholar path is based primarily upon demonstrated excellence in education and in scholarship, research, and/or creative works. Accomplishments in scholarship appropriate to faculty on this path include those that are peer-reviewed by authorities in the field, publicly disseminated, and contribute to advances in the field. These may include publications as well as other peer-reviewed, publicly disseminated contributions.

An Associate Professor on the research scholar path will have made contributions in service to the University, the community, and professional organizations. This will include contributions in patient care, if appropriate. In addition, an Associate Professor on the research scholar path will have achieved:

- a. Appropriate recognition of his/her professional attainments by one or more of the following means:
 - Elected membership and active participation in one or more national professional organizations in the candidate’s field(s) of scholarly and professional involvement.
 - Current or past appointments or other recognition as a consultant in his/her field by governmental or other organization outside the University or the Harry S Truman Memorial Veterans Hospital.
- b. Favorable evaluation by six established peer reviewers outside the university of Missouri-Columbia, in addition to satisfactory appraisal

by colleagues and others within the University.

3. Professor

Promotion to or appointment as Professor on the research scholar path indicates recognition by professional peers that the candidate is an authority as a scholar, researcher and teacher in the field of specialization. There is confidence that this candidate will continue to make contributions to the academic programs at the University of Missouri-Columbia.

The general requirements for promotion to Professor shall differ from those for Associate Professor only in the degree and to the extent that the Professor shall be considered and recognized as truly an expert and authority in his/her field.

Similarly, the Professor will have favorable evaluation by six established peer reviewers outside the University in addition to satisfactory appraisal by colleagues and others within the University.

V. Non-Tenure Track Faculty

Below are criteria for appointment and/or promotion that apply to the faculty tracks without tenure. The Medical School recognizes the contributions of those valued faculty members and is committed to an equitable system of reward and promotion for those in non-tenure tracks.

Summary of Faculty Criteria by Track						
Activity	Tenure Track		Non-Tenure Tracks*			
	Clinician Scholar Path	Research Scholar Path	Clinical Track	Professional Practice Track	Research Track	Teaching Track
Research, scholarship and/or creative work	Excellence	Excellence	*See below	*See below	Excellence	*See below
Teaching, advising and serving as a mentor	Excellence	Excellence	*See below	*See below	*See below	Excellence
Service and other clinical work	Significant contribution	Significant contribution	As appropriate	As appropriate	As appropriate	As appropriate
Clinical Service	Excellence	Required if appropriate	Excellence	*See below	Not Required	Not Required
*Evaluation of the candidate's application for promotion should focus on the specific area of appointment – teaching, research, clinical or extension – as well as service and professional activities related to that primary responsibility. (CRR 310.35 Executive Guideline No. 35, 5-1-13)						

Benefit-eligible, ranked faculty members appointed to the non-tenure tracks will be regarded as full members of the School of Medicine Faculty Assembly. Others may be elected to membership.

A. Terms of Appointment

Appointments in non-tenure tracks shall begin at a specified date and terminate at a specified date. Such appointments are usually for a period of one academic year but may be for longer or shorter period, except no single term appointment shall be for a period longer than three years. These appointments are subject to the University's guidelines for such appointments. (MU Collected Rules and Regulations 310.035: http://www.umsystem.edu/ums/rules/collected_rules/faculty/ch310/310.035_non-tenure_track_faculty).

The appointment letter will be consistent with the rules noted above.

B. Performance Review

Individuals who received an initial appointment in a non-tenure track and those who move into a non-tenure track will (in addition to a required yearly review) undergo a review by the departmental Appointment, Promotion and Tenure Committee and the department chair before completion of the third year as a member of the faculty. On the basis of findings of the review, the individuals will be counseled by the department chair to review performance, and their responsibilities will be adjusted to reflect any changes in their career plans.

In addition to an annual review, each faculty member in a non-tenure track will receive an annual reappointment letter that will specify the terms of appointment in a manner similar to the initial appointment letter (see Appendix B for more information).

C. Length of Employment

Appointment to a non-tenure track position means the University of Missouri-Columbia has no continuing obligation to provide salary support to or renew the appointment of faculty member. NTT faculty appointments shall begin at a specified date and terminate at a specified date. Such appointments are usually for a period of one academic year but may be for a longer or shorter period, except no single term appointment shall be for a period longer than three years. In compliance with CRR310.035, Section H, the option of offering extended contracts is available. Extended contracts require recommendation by the chair and approval of the Dean. See Appendix B for details. There is no commitment that the individual will be retained on the faculty beyond the end of any appointment period. (MU Collected Rules and Regulations 310.020):

http://www.umsystem.edu/ums/rules/collected_rules/faculty/ch310/310.020_Regulations_Governing_Application_of_Tenure and 310.035:

http://www.umsystem.edu/ums/rules/collected_rules/faculty/ch310/310.035_non-tenure_track_faculty).

D. Academic Rights and Responsibilities

1. Non-Tenure Track Faculty Rights, Ethics, and Responsibilities

All provisions in the Collected Rules and Regulations 300.010 pertaining to faculty rights, ethics, and responsibilities apply to Non-Tenure Track faculty members

(http://www.umsystem.edu/ums//rules/collected_rules/faculty/ch300/300.010_faculty_bylaws_umc).

2. Authority

Non-tenure track faculty members have the right to participate in the shared governance of the School of Medicine.

- a. Non-tenure track faculty may vote on all faculty ballots and elections in the School of Medicine.
- b. Non-tenure track faculty may participate in all faculty committees and boards, as long as such participation is not expressly prohibited by University regulations and only to the extent that such participation does not interfere with the official duties and salaried obligations of the faculty member.

3. Grievances:

When disputes arise between non-tenure track faculty and other members of the University of Missouri, and when these disputes cannot be resolved by informal means or the Campus Mediation Service, non-tenure track faculty may file a formal grievance according to the Collected Rules and Regulations, 370.010

(http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch370/370.010_Academic_Grievance_Procedure).

E. Promotions

1. The promotion and tenure committees of the departments and the School of Medicine will be responsible for evaluating faculty members for promotion on non-tenure tracks. The faculty in each department will be responsible for developing criteria for guidelines to be used in evaluating individuals for promotion. Evaluation of faculty members on non-tenure tracks should focus on the specific area of appointment – teaching, research, clinical or extension – as well as service and professional activities related to that primary responsibility. (CRR 310.35 Executive Guideline No. 35, 5-1-13) All

activities should be documented by appropriate evaluation tools. The recommendation of the Faculty Appointment, Promotion and Tenure Committee will be submitted to the Dean for action. These recommendations will then be forwarded to the Provost for final action.

2. Each faculty member will be reviewed for promotion at least once every six years. Earlier review may occur for outstanding academic merit.
3. Application for promotion should also contain references from four specific individuals outside the School of Medicine to serve as peer reviewers regarding the applicant's qualifications.

F. Guidelines for Appointment and Promotion in the Clinical Track

Approved by vote of the faculty in April 1987; amended by vote of the faculty in July 2010.

This track is primarily designed for physicians whose responsibilities are concerned almost exclusively with clinical service and teaching. As described in CRR310.035, faculty members on the Clinical Track are encouraged but not required to participate in more than one additional area: scholarship and/or other service. Please see Appendix C for guidelines for all ranks and all tracks.

1. Academic Title

The title, "Assistant/Associate/Professor of Clinical (Department)" will be used to designate individuals appointed to the Clinical Track.

2. Promotions

In general, promotions will be based on documentation of clinical excellence as defined in Section II.

Prior scholarly activities, and teaching or service in another institution should count toward promotion in this institution. Candidates must also show sustained clinical and teaching excellence in this institution to qualify for promotion.

3. Academic Rank

a. Assistant Professor of Clinical (Department)

Promotion to or appointment as Assistant Professor of Clinical (Department) is based on potential to perform the tasks of a clinical faculty member. A strong clinical record and interest in teaching

should be presented and each candidate should have completed the requirements for the highest earned degree in his/her area of specialization (MD or DO). Each candidate should have expressed interest in patient care and teaching as a profession and present credentials and peer recommendations that indicate potential for growth as a clinical faculty member.

b. Associate Professor of Clinical (Department)

Promotion to or appointment as an Associate Professor of Clinical (Department) is based upon demonstrated excellence as a clinician and teacher.

An Associate Professor of Clinical (Department) will have achieved:

- i. Appropriate recognition of his/her professional attainments by one or more of the following means:
 - Elected membership and active participation in one or more professional organizations in the candidate's field(s).
 - Current appointments or other recognition as a consultant in his/her field outside the University or the Harry S Truman Memorial Veterans Hospital.
- ii. Favorable evaluation by four established peer reviewers outside the University of Missouri-Columbia, in addition to satisfactory appraisal by colleagues and others within the University.

c. Professor of Clinical (Department)

Promotion to or appointment as a Professor of Clinical (Department) indicates recognition by professional peers that the candidate is an authority in the field of specialization as judged by associates. It is implied that this candidate will continue to make contributions to the clinical and teaching programs at the University of Missouri-Columbia. In the matter of promotion to Professor of Clinical (Department), the magnitude of impact of the individual on the University should be the key determinant.

The general requirements for promotion to Professor of Clinical (Department) shall differ from those for Associate Professor of

Clinical (Department) only in the degree and to the extent that the professor shall be considered and recognized as truly an expert and authority in the field.

Similarly, the Professor of Clinical (Department) will have a favorable evaluation by four established peer reviewers outside the University in addition to satisfactory appraisal by colleagues and others within the University.

G. Guidelines for Appointment and Promotion in the Professional Practice Track

This track is primarily designed for faculty members whose responsibilities are concerned almost exclusively with professional practice. As described in CRR310.035, faculty members on the Professional Practice Track are encouraged but not required to participate in more than one additional area: teaching, clinical care and/or other service. Please see Appendix C for guidelines for all ranks and all tracks.

1. Academic Title

The title, “Assistant Professional Practice Professor/Associate Professional Practice Professor/Professional Practice Professor of (Department)” will be used to designate individuals appointed to the Professional Practice Track.

2. Promotions

In general, promotions will be based on documentation of professional practice excellence as defined in Section II.

Prior research, scholarly activities, and teaching or service in another institution should count toward promotion in this institution. Candidates must also show sustained professional practice and teaching excellence in this institution to qualify for promotion.

3. Academic Rank

a. Assistant Professional Practice Professor of (Department)

Promotion to or appointment as Assistant Professional Practice Professor of (Department) is based on potential to perform the tasks of a professional practice faculty member. A strong record and interest in teaching should be presented and each candidate should have completed

the requirements for the highest earned degree in his/her area of specialization. Each candidate should have expressed interest in his/her area of professional practice and teaching as a profession and present credentials and peer recommendations that indicate potential for growth as a professional practice faculty member.

b. Associate Professional Practice Professor of (Department)

Promotion to or appointment as an Associate Professional Practice Professor of (Department) is based upon demonstrated excellence in his/her area of professional practice and teaching.

An Associate Professional Practice Professor of (Department) will have achieved:

- i. Appropriate recognition of his/her professional attainments by one or more of the following means:
 - Elected membership and active participation in one or more professional organizations in the candidate's field(s)
 - Current appointments or other recognition as a consultant in his/her field outside the University or the Harry S Truman Memorial Veterans Hospital.
- ii. Favorable evaluation by four established peer reviewers outside the University of Missouri-Columbia, in addition to satisfactory appraisal by colleagues and others within the University.

c. Professional Practice Professor of (Department)

Promotion to or appointment as a Professional Practice Professor of (Department) indicates recognition by professional peers that the candidate is an authority in the field of specialization as judged by associates. It is implied that this candidate will continue to make contributions to his/her area of professional practice and teaching programs at the University of Missouri-Columbia. In the matter of promotion to Professional Practice Professor of (Department), the magnitude of impact of the individual on the University should be the key determinant.

The general requirements for promotion to Professional Practice Professor shall differ from those for Associate Professional Practice Professor only

in the degree and to the extent that the professor shall be considered and recognized as truly an expert and authority in the field.

Similarly, the Professional Practice Professor will have a favorable evaluation by four established peer reviewers outside the University in addition to satisfactory appraisal by colleagues and others within the University.

H. Guidelines for Appointment and Promotion in the Research Track

Approved by Faculty Affairs Council: October 2005; amended by vote of the faculty July 2010.

This track is primarily designed for faculty members whose responsibilities are concerned almost exclusively with scholarship, research and/or creative works. As described in CRR 310.035, faculty members on the Research Track are encouraged but not required to participate in more than one additional area: teaching, clinical care and/or other service. Please see Appendix C for guidelines for all ranks and all tracks.

1. Academic Title

The title, “Assistant Research Professor/Associate Research Professor/Research Professor of (Department)” will be used to designate individuals appointed to the Research Track.

2. Promotions

In general, promotion will be based on documentation of excellence in scholarship, research and/or creative works (as defined in Section II, above).

Accomplishments in scholarship appropriate to faculty on this path include those that are peer-reviewed by authorities in the field, publicly disseminated and contribute to advances in the field. These may include publications as well as other peer-reviewed, publicly disseminated contributions.

Prior research, scholarly activities, and teaching or service in another institution should count toward promotion in this institution. Candidates must also show sustained research productivity in this institution to qualify for promotion.

3. Academic Rank

a. Assistant Research Professor of (Department)

Promotion to or appointment as Assistant Research Professor of (Department) is based on potential to perform the tasks of a research

faculty member. A strong research record should be presented and each candidate should have completed the requirements for the highest earned degree in his/her area of specialization. Each candidate should have expressed interest in research as a profession and present credentials and peer recommendations that indicate potential for growth as an educator.

b. Associate Research Professor of (Department)

Promotion to or appointment as an Associate Research Professor of (Department) is based upon demonstrated excellence as a professional scholar who is functioning independently in scholarly and research endeavor or is contributing significantly to a collaborative research program in which his/her contributions are professionally recognized.

An Associate Research Professor of (Department) will have achieved:

- i. Appropriate recognition of his/her professional attainments by one or more of the following means:
 - Elected membership and active participation in one or more professional organizations in the candidate's field(s).
 - Current or past appointments or other recognition as a consultant in his/her field outside the University or the Harry S Truman Memorial Veterans Hospital.
- ii. Favorable evaluation by four established peer reviewers outside the University of Missouri-Columbia, in addition to satisfactory appraisal by colleagues and others within the University.

c. Research Professor of (Department)

Promotion to or appointment as a Research Professor of (Department) indicates recognition by professional peers that the candidate is an authority in the field of specialization as judged by authorities in the field. It is implied that this candidate will continue to make contributions to the research programs at the University of Missouri-Columbia. In the matter of promotion to Research Professor of (Department), the magnitude of impact of the individual on the field and the University should be the key determinant.

The general requirements for promotion to Research Professor of (Department) shall differ from those for Associate Research Professor of (Department) only in the degree and to the extent that the professor

shall be considered and recognized as truly an expert and authority in his/her field.

Similarly, the Research Professor of (Department) will have a favorable evaluation by four established peer reviewers outside the University in addition to satisfactory appraisal by colleagues and others within the University.

I. Guidelines for Appointment and Promotion in the Teaching Track

Approved by vote of the faculty in July 2010.

This track is primarily designed for faculty members whose responsibilities are concerned almost exclusively with teaching, advising and serving as a mentor. As described in CRR 310.035, faculty members on the Teaching Track are encouraged but not required to participate in more than one additional area: scholarship, clinical care and/or other service. Please see Appendix C for guidelines for all ranks and all tracks.

1. Academic Title

The title, “Assistant Teaching Professor/Associate Teaching Professor/Teaching Professor of (Department)” will be used to designate individuals appointed to the Teaching Track.

2. Promotions

In general, promotion will be based on documentation of excellence in teaching, advising, and serving as a mentor, as defined in Section II.

Prior research, scholarly activities, and teaching or service in another institution should count toward promotion in this institution. Candidates must also show sustained teaching excellence in this institution to qualify for promotion.

3. Academic Rank

a. Assistant Teaching Professor of (Department)

Promotion to or appointment as Assistant Teaching Professor of (Department) is based on potential to perform the tasks of a teacher, advisor, and mentor. A strong teaching record should be presented and each candidate should have completed the requirements for the highest earned degree in his/her area of specialization. Each candidate should have expressed interest in teaching as a profession and present credentials and peer recommendations that indicate

potential for growth as an educator.

b. Associate Teaching Professor of (Department)

Promotion to or appointment as an Associate Teaching Professor of (Department) is based upon demonstrated excellence as an educator.

An Associate Teaching Professor of (Department) will have achieved:

- i. Appropriate recognition of his/her professional attainments by one or more of the following means:
 - Elected membership and active participation in one or more professional organizations in the candidate's field(s).
 - Current past appointments or other recognition as a consultant in his/her field outside the University or the Harry S. Truman Memorial Veterans Hospital.
 - Favorable evaluation by four established peer reviewers outside the University of Missouri-Columbia, in addition to satisfactory appraisal by colleagues and others within the University.

c. Teaching Professor of (Department)

Promotion to or appointment as a Teaching Professor of (Department) indicates recognition by professional peers that the candidate is an authority in the field of specialization as judged by associates. It is implied that this candidate will continue to make contributions to the clinical programs at the University of Missouri-Columbia. In the matter of promotion to Teaching Professor of (Department), the magnitude of impact of the individual on the University should be the key determinant.

The general requirements for promotion to Teaching Professor of (Department) shall differ from those for Associate Teaching Professor of (Department) only in the degree and to the extent that the professor shall be considered and recognized as truly and expert and authority in the field.

Similarly, the Teaching Professor of (Department) will have a favorable evaluation by four established peer reviewers outside the University in addition to satisfactory appraisal by colleagues and others within the University.

VI. Operating Procedures of School of Medicine Faculty Appointment Promotion and Tenure Committee

A. Introduction

The mission of a medical school is related to knowledge: its acquisition through basic and clinical research, its dissemination through teaching, and its utilization through the advancement of science and patient care. The quality of a medical school depends upon the attainment of excellence by all of its members: staff, administration, students and faculty. However, the concern of the Promotion and Tenure committee will be centered upon excellence among the faculty who are under consideration for promotion (or tenure), as well as new appointments, at the level of associate or full professor. In general, the following areas of activity will be considered: teaching, research and other scholarly activities, patient care and other forms of service, and administration. Judgment on the merits of each case can be made best by members of the faculty who shall be selected for the Promotion and Tenure Committee in the manner prescribed in the next section.

B. Internal Rules for the Functioning of the School of Medicine Faculty Appointment Promotion and Tenure Committee

1. The following rules shall be read at the first meeting each fall to inform the new members and remind previous members of the committee of the rules.
2. A chair and a secretary for the ensuing year will be elected by a secret ballot at the end of the last meeting of the committee year. Officers cannot be elected while absent.
3. The committee or its individual members will not discuss deliberations for new appointments, promotion or tenure outside of the committee session.

C. Evaluations

1. The documents necessary for the committee concerning personnel actions should include a current curriculum vitae of the candidate and a statement from the departmental promotion and tenure committee as well as a statement from the department chair concerning the new appointment, promotion or tenure; more specific requirements are specified in the

section "Principles Guiding Promotion and Appointments," and criteria for promotion or appointment to associate professor, and criteria for promotion or appointment to professor.

2. In evaluating the nomination, committee members will have at least the same information made available to the departmental promotion and tenure committee.
3. Committee members will have an opportunity to review the candidate's curriculum vitae, the departmental promotion and tenure statement, the department chair's statement, and any other relevant information submitted by the candidate, the departmental chair or the departmental promotion and tenure committee before discussing the case in session.
4. A committee member who is under consideration for promotion or tenure will be absent during the committee's deliberations and will not vote on his/her own promotion or tenure action.
5. Individual departmental chairs and the Dean may be given the opportunity to appear before the committee to express their views concerning the candidates.
6. Members of the committee may seek verification of the supporting documents from internal or external sources, if necessary, but only with the approval of the committee.
7. All supporting documents for personnel actions will be returned to the Dean's Office after final action has been taken by the committee.

D. Voting

1. All nominations for promotion and tenure will be considered only between September 15 and November 15. At the end of this period, the committee will vote and submit a report to the Dean containing its actions on all nominations except nominations of candidates who have requested a hearing before the FAPT committee.
2. New appointments will be considered by the committee as necessary.

3. Voting on candidates for any action will be by secret ballot.
4. Committee members must be at the rank considered or above to vote on a recommendation. Therefore, only Professors may vote on promotion recommendations at the Professor level. Only Professors and Associate Professors may vote on recommendations for promotion to Associate Professor. Similarly, only tenured faculty may vote on tenure decisions.
5. Only physicians with time in clinical practice (direct patient care) and clinical teaching (attending) may vote on clinical track recommendations. Any FAPT member at the appropriate rank may vote on professional practice, research and teaching track recommendations.
6. All members, except those absent from the institution for a prolonged period, must vote on every candidate. If a member should be unable to attend a meeting, he/she will be informed of all issues and will vote by absentee ballot by mail.

The exception is governed under D4 and D5 above.

7. To record an approval vote on any issue, the number of "approval" votes which are cast in any meeting of the committee or by mail ballot must equal or exceed a simple majority of the total committee membership.
8. The tally on votes on personnel actions will be recorded and documented in the letter to the Dean, as required by Campus guidelines.

E. Calendar/Schedule of Events

1. The committee will circulate to the faculty by first academic day of January or when the yearly guidelines are received from the Office of the Provost, a specific schedule of procedures to be followed defining all deadlines of the promotion and tenure review mechanism. The schedule shall provide sufficient time:

- a. for the faculty member to organize pertinent data in support of his/her case,
- b. for committee action suited to its case load,
- c. for departmental promotion and tenure, department chairs and the Dean to submit letter of evaluation and comments,
- d. for submission of recommendations to the campus review authority,
- e. for appeal procedures to be completed in time for preparation of the final promotion and tenure recommendation to the campus review authority for the academic year.
- f. The candidates will be informed of a negative decision within one week regardless of which administrative level the decision was made.

F. Procedures and Flow of Information for Promotion and Tenure Actions

1. Departmental Actions

Departmental chairs may propose names of faculty to the departmental promotion and tenure committee or that committee may initiate consideration of names according to the plan adopted by the department. The departmental promotion and tenure committee will make its recommendations to the departmental chair in a separate letter for each nominee, signed by either the chair or entire committee as preferred. The departmental chair will add a separate letter of evaluation of each nominee recommending either favorable or unfavorable action. If the candidate holds a joint appointment between two departments or schools, each must prepare a separate recommendation which shall be combined into one file.

The departmental chair will then forward to the Dean all letters and documents concerning each nominee no later than September 1.

Note: A complete set of all documents pertaining to each nominee (except those items such as reprints, books, book chapters, manuals and other multi-page or bulky items submitted as evidence of research or other scholarly activities) is required for each member of the Faculty Appointment, Promotion and Tenure Committee who requests the information in hard copy. The department should reproduce and collate complete packages for each nominee before forwarding to the Dean. The departments also are required to provide the dossiers electronically. Candidates and departments will provide all documents in accordance with guidelines developed and disseminated each year.

2. Dean's Actions

Upon receipt of recommendations from department the Dean may, at his/her discretion, review all documents and refer material back to the department if, in his/her judgment, additional justification or clarification is needed for any nominee. Either oral or written explanation of what changes or additions are indicated will be included. The Dean will forward all documents for promotion and tenure actions, together with his/her own written recommendation, to the School of Medicine Faculty Appointment, Promotion and Tenure Committee on or before September 15.

3. Faculty Appointment, Promotion and Tenure Committee Actions

The committee will review and evaluate all documents submitted for each nominee. If it deems additional information or verification necessary, the committee may request such from any source internal or external to the School of Medicine including any names submitted as references by the nominee. The committee will extend an invitation to the departmental chair to appear before the committee to discuss any nominees from his/her department but, unless the committee has specific questions it wishes to discuss with the chair, it is not essential that he/she accepts the invitation. On or before November 15, the committee will return all documents to the Dean's Office. It will, in addition, submit to the Dean a single, consolidated report of its recommendation for action on all nominees whose names were submitted to the committee. This consolidated report will be signed by the elected chair of the committee.

The committee will notify each individual candidate, the departmental chair, and the chair of the departmental promotion and tenure committee of their recommendation.

4. Dean's Actions

The Dean will append his/her comments and recommendation concerning each nominee to the Faculty Appointment, Promotion and Tenure Committee Report and will forward it to the Campus Review Committee.

The Dean may offer to the Campus Review Committee the services of the chair of the Faculty Appointment, Promotion and Tenure committee to attend meetings and to provide information.

The Dean, upon learning of the reversal at a high level of any favorable recommendation of the Faculty Appointment, Promotion and Tenure Committee, shall inform the committee and the affected person of that information and will include, if possible, the basis for such reversal.

The Dean will notify each individual candidate, the departmental chair, and the chair of the departmental promotion and tenure committee of the final action taken by the campus review authority.

5. Appeals Procedure

Appeal of promotion and tenure decisions shall be in accordance with established University policy.

- a. Members of the faculty have the right to appeal adverse promotion and tenure decisions made with the School of Medicine.
 - i. A faculty member who believes that there are grounds within the criteria or procedures to challenge a promotion or tenure decision will have the right to a hearing for reconsideration at the same administrative level, followed by an appeal to the next level. Unless otherwise stated, hearings will be before the person or committee making the recommendation being challenged. A faculty member who wants a hearing before the FAPT should contact FAPT chair to plan the hearing appearance. Appeals will be to the review committee at the next administrative level.

G. Procedures and Flow of Information for New Appointment Actions

The departmental chair will recommend the names of the new faculty for appointment in his/her department to the Dean. Granting of tenure for new appointments will be recommended only in unusual circumstances with special justification.

In the case of search committee actions, the chair of the search committee will recommend the name of candidates to the Dean.

If appointments are recommended at the rank of associate professor or higher, the Dean will refer the recommendations to the Faculty Appointment, Promotion and Tenure Committee (FAPT) with sufficient documentation (at minimum, a curriculum vitae, letters of recommendation from the department chair and three additional external references setting forth justification for the appointment) on which the Faculty Appointment, Promotion and Tenure Committee can base an evaluation of the nominee. The Dean should include his/her own letter of support. Under no circumstances should a contract offer be made at rank of associate professor or higher without prior approval of FAPT.

The Faculty Appointment, Promotion and Tenure Committee will meet at any time of the year as soon as possible after receiving a nomination for a new appointment. It will consider any and all information submitted in support of the appointment and may request additional information if deemed necessary to arrive at a reasoned evaluation. The committee will not enter into the interviewing process of candidates but may request the departmental chair, chair of the search committee or Dean to consult with the committee concerning information about the nominee. As expeditiously as possible, after receiving a nomination, the committee will arrive at a final decision to support or not support the appointment. A written report of its decision will be submitted to the Dean.

VII. Calendar of Events

Schedule for Faculty Promotion and Tenure Action

Approximate Dates

April 1 The departmental promotion and tenure committee identify and notify faculty eligible for promotion and/or tenure.

August 1 The candidate submits the complete supporting data to the departmental committee and chair separately.

September 1 The documents are delivered to the Dean's Office.

September 15 The school-wide Faculty Appointment, Promotion and Tenure Committee receives the data and recommendations from the above.

November 15 The Dean receives all the data and recommendations from the Faculty Appointment, Promotion and Tenure Committee.

December 1 The Campus Review Authority receives the recommendations from the Faculty Appointment, Promotion and Tenure Committee and the Dean's Comments.

Next Summer The Dean informs all of the candidates, their departmental chair, the departmental promotion and tenure committees, and the school-wide committee of the final decisions.

VIII. MU Guidelines for Preparation of Recommendations for Promotion and Tenure

Annual Evaluation of Faculty

1. As a condition in approaching promotion and tenure decisions, each department will establish procedures whereby it sets forth as a part of the initial conditions of an academic appointment the criteria by which a faculty member will be evaluated and the appropriate weight to be assigned to each criterion in the evaluating process. This information should be made known to the faculty member and be retained in his/her file by the department.

2. During the course of the academic year the activities of each faculty member should be documented when possible by placing information in his/her file. This departmental documentation is primarily the responsibility of the faculty member.
3. Departments will make an annual evaluation of each faculty member based upon criteria originally agreed upon or subsequently modified by mutual understanding. The results of the evaluation will be presented to and discussed with the faculty member by the departmental chair. At this time, modifications should be as explicit as possible and retained in the faculty member's departmental file. The faculty member will receive a written summary of the annual meeting.

In addition to the required yearly review, each individual appointed at the Assistant Professor level will undergo a formal departmental review before completion of the third year as a member of the faculty. On the basis of findings of the review, the individuals will be counseled by the department chair to review performance, and their responsibilities will be adjusted to reflect any changes in their career plans.

At the conclusion of the review process, individuals who received an initial appointment in the tenure track may have the opportunity to switch into the established non-tenure track provided that they have had a significant change in duties during that period of time. This change must be approved by the Chair, the Dean, and the Provost. Individuals who desire to remain in the tenure track (whose duties have not changed) will be treated according to the existing rules and regulations governing promotion and tenure. (see Appendix A for further details)

4. The cumulative history thus obtained will be a basic document used in the evaluation of a faculty member.

APPENDIX A

School of Medicine Track Change Guidelines

When one has first been appointed to a tenure track position, there may be an opportunity to move to a non-tenure track position. When one has first been appointed to a non-tenure track position, there may be an opportunity to apply for a tenure track position. The guidelines associated with these possible opportunities are addressed below. A track change can be made only once during employment at the University.

1. The following steps describe how one might move from a non-tenure track position to a tenure track position:

- The department determines that a new tenure-track faculty position is needed. The position must be a part of the School of Medicine and department strategic plan, and follow the established approvals.
- Upon approval, a new tenure track position is opened and recruitment must occur for at least thirty days after the position is approved by the Provost.
- If a current School of Medicine non-tenure track faculty member applies for and is ultimately selected for the open tenure track position, the faculty member must relinquish his/her current non-tenure track position. If the faculty member fails to meet tenure expectations, the faculty member will be given a terminal year appointment as outlined in the Collected Rules and Regulations (310.020).

Once one is appointed to a tenure track position from a non-tenure track position, if tenure is not achieved, one cannot return to a non-tenure track position while employed at the University.

2. The following steps describe how one might move from a tenure track position to a non-tenure track position:

- The faculty member writes a letter to the department Chair stating the desire to change tracks and must note how his/her job duties and expectations have changed.
- In the letter, the faculty member must clearly state that he/she realizes he/she is giving up years toward tenure and is aware he/she cannot return to the tenure track at a later date.
- The faculty member's current CV must accompany the faculty member's letter to request a change of track.
- If the Chair supports the track change, he/she writes a letter to the SOM Dean supporting the decision. The faculty member's letter and CV needs to accompany the Chair's letter to the Dean.
- The Chair's letter should be addressed to the Dean; **however, please forward the request packet to the Sr. Associate Dean for Faculty Affairs.**
- The Dean will review the information and provide a letter of recommendation and justification.

All of the information is then forwarded to the Provost for review and decision.

Once one moves from a tenure track position to a non-tenure track position, one cannot return to a tenure track position while employed at the University.

APPENDIX B
School of Medicine
Policy for Extended Contracts for
Fulltime Ranked Non-Regular Faculty

In compliance with the Collected Rules and Regulations of the University of Missouri, 310.035, Section H, the School of Medicine will offer extended employment contracts to fulltime, ranked, non-regular faculty (NTT). CRR310.035 states:

NTT faculty appointments shall begin at a specified date and terminate at a specified date. Such appointments are usually for a period of one academic year but may be for a longer or shorter period, except no single term appointment shall be for a period longer than three years. Such three-year appointments should be reserved for the highest qualified, highest performing NTT faculty members.

Highest qualified, highest performing NTT faculty members will be defined as those individuals who have received positive annual evaluations and an exemplary formal departmental review (before completion of the third year as a member of the faculty for those appointed as Assistant Professors, the second year for Associate Professors and the first year for Professors, in the non-tenure Clinical, Professional Practice, Research or Teaching tracks).

Following the above guidelines, and the Bylaws and Rules of the School of Medicine, an extended contract may be considered as follows:

- Assistant Professor of Clinical Department, Assistant Professional Practice Professor, Assistant Research Professor or Assistant Teaching Professor: At the end of year three, an extended contract may be offered for two years.
- Associate Professor of Clinical Department, Associate Professional Practice Professor, Associate Research Professor or Associate Teaching Professor: At the end of year two, an extended contract may be offered up to three years.
- Professor of Clinical Department, Professional Practice Professor, Research Professor or Teaching Professor: At the end of the first year, an extended contract may be offered up to three years.

Extended contracts may not be offered at the date of hiring (except in the case of Conrad hires).

After a faculty member has been approved for an extended contract, the faculty member will continue to receive annual evaluations. At the subsequent annual evaluations after an extended contract has been offered, a decision must be made by the department chair whether to add an additional year to the extended contract. No contract will extend automatically. The faculty member must be informed annually of the status of his/her contract.

Extended contracts apply to the term of employment only. Base salary remains negotiable on an academic year basis. An extended contract can be terminated before the stated ending date only

under applicable University Rules and Regulations.

All extended contracts must be recommended by the Chair and approved by the Dean or his/her designee.

Questions regarding this policy should be referred to the Senior Associate Dean for Academic Affairs.

APPENDIX C - NON TENURE – CLINICAL TRACK

Non-tenure track (NTT) **clinical track faculty have the responsibility of providing clinical service that advances the mission of the academic unit.** The institution has developed general guidelines for appointment and promotion of faculty at different academic ranks in all non-tenure tracks, as well as a promotion timetable (<https://provost.missouri.edu/promotion-and-tenure/non-tenure-track-faculty.php>).

Guidelines: Academic units should provide guidelines for the minimal standards of performance that should be achieved prior to nomination for promotion to associate or full professor of clinical. These guidelines will provide the basis for recommendations made by the academic unit. An essential component of the evaluative process regarding a candidate’s suitability for promotion in academic rank is appraisal of his/her potential to continue to meet expectations of sustained, meaningful activity in the area of primary responsibility. In keeping with University policy (Collected Rules and Regulations 310.035 Non-Tenure Track Faculty, Executive Guideline No. 35, issued 11-16-06; revised 05-21-08, 04-12-10, 6-17-10, 02-04-11, 07-16-12, 05-01-13), the following must be considered for NTT appointments.

Unlike tenured and tenure track faculty, whose performance is evaluated based on their contribution to research, teaching, and service, **the performance of NTT faculty should be evaluated on the primary responsibility of the NTT appointment as well as service and professional activities related to that primary responsibility.**

There is no prohibition for NTT faculty to be involved in multiple duties related to research, teaching, or service. However, decisions regarding hiring, continuation of employment, and evaluation of NTT faculty performance should relate to the primary purpose of their appointment as defined by category and not be based on all three criteria. Only tenured and tenure track faculty should be hired, evaluated, and promoted based on all three criteria.

Eligibility for promotion into the clinical track: Individuals currently serving in the title of Clinical Instructor who have successfully completed their board certification may be promoted into the rank of Assistant Professor of Clinical Department.

NON-TENURE - CLINICAL TRACK			
Faculty Title	Assistant Professor of Clinical Department	Associate Professor of Clinical Department	Professor of Clinical Department
Degree requirements	Appropriate terminal degree for appointment (physicians only) Evidence of appropriate, current credentials (board certified or board eligible)	Appropriate terminal degree for appointment (physicians only) Evidence of appropriate, current credentials (board certification)	Appropriate terminal degree for appointment (physicians only) Evidence of appropriate, current credentials (board certification)

NON-TENURE - CLINICAL TRACK			
Faculty Title	Assistant Professor of Clinical Department	Associate Professor of Clinical Department	Professor of Clinical Department
Research, scholarship and/or creative work	Not required	Not required	Not required
Teaching, advising, and serving as a mentor and role model	Not required	Not required	Not required
Service <ul style="list-style-type: none"> • clinical • other than clinical <p>Demonstrate leadership role and superior outcomes in a clinical program including implementation and evaluation of quality improvement initiatives.</p> <p>Demonstrate leadership role in clinical trial activities with demonstration of independent scholarly contribution resulting from these activities.</p> <p>Results must:</p> <ul style="list-style-type: none"> • Be peer-reviewed • Be widely disseminated in appropriate forums • Lead to advances in knowledge in that area 	<p>Capable of making significant independent contributions to the ongoing clinical missions of the SOM.</p>	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • contribute to the department or School of Medicine in such areas as clinical service and internal governance. <p>Excellence can be demonstrated by:</p> <ul style="list-style-type: none"> ○ evidence of clinical excellence ○ patient outcomes ○ observations and opinions of peers and patients ○ participation on Departmental, School of Medicine or University committees ○ evidence of national recognition (invitations to review manuscripts; society committee membership; organization of symposia) ○ membership/participation in professional organizations ○ participation in CME as teachers 	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • contribute to the department, the School of Medicine in clinical service as well as internal governance • earn national and/or international recognition as a leading authority in his/her field. <p>Excellence can be demonstrated by:</p> <ul style="list-style-type: none"> ○ evidence of clinical excellence ○ patient outcomes ○ observations and opinions of peers and patients. ○ departmental service as well as School of Medicine or Institutional committee service ○ service on national panels ○ state, regional, national or international committees or elected office/ appointment in professional organizations ○ participation in CME as an authority in their field

APPENDIX C (CONTINUED) - NON TENURE – PROFESSIONAL PRACTICE TRACK

Non-tenure track (NTT) **professional practice track faculty have the responsibility of providing professional practice service that advances the mission of the academic unit.** The institution has developed general guidelines for appointment and promotion of faculty at different academic ranks in all non-tenure tracks, as well as a promotion timetable (<https://provost.missouri.edu/promotion-and-tenure/non-tenure-track-faculty.php>).

Guidelines: Academic units should provide guidelines for the minimal standards of performance that should be achieved prior to nomination for promotion to associate or full professor of professional practice. These guidelines will provide the basis for recommendations made by the academic unit. An essential component of the evaluative process regarding a candidate’s suitability for promotion in academic rank is appraisal of his/her potential to continue to meet expectations of sustained, meaningful activity in the area of primary responsibility. In keeping with University policy (Collected Rules and Regulations 310.035 Non-Tenure Track Faculty, Executive Guideline No. 35, issued 11-16-06; revised 05-21-08, 04-12-10, 6-17-10, 02-04-11, 07-16-12, 05-01-13), the following must be considered for NTT appointments.

Unlike tenured and tenure track faculty, whose performance is evaluated based on their contribution to research, teaching, and service, **the performance of NTT faculty should be evaluated on the primary responsibility of the NTT appointment as well as service and professional activities related to that primary responsibility.**

There is no prohibition for NTT faculty to be involved in multiple duties related to research, teaching, or service. However, decisions regarding hiring, continuation of employment, and evaluation of NTT faculty performance should relate to the primary purpose of their appointment as defined by category and not be based on all three criteria. Only tenured and tenure track faculty should be hired, evaluated, and promoted based on all three criteria.

NON-TENURE - PROFESSIONAL PRACTICE TRACK			
Faculty Title	Assistant Professional Practice Professor	Associate Professional Practice Professor	Professional Practice Professor
Degree requirements	Appropriate terminal degree for appointment. Evidence of appropriate, current credentials, if applicable.	Appropriate terminal degree for appointment. Evidence of appropriate, current credentials, if applicable.	Appropriate terminal degree for appointment. Evidence of appropriate, current credentials, if applicable.
Research, scholarship and/or creative work	Not required	Not required	Not required

NON-TENURE - PROFESSIONAL PRACTICE TRACK			
Faculty Title	Assistant Professional Practice Professor	Associate Professional Practice Professor	Professional Practice Professor
Teaching, advising, and serving as a mentor and role model	Not required	Not required	Not required
<p>Service</p> <ul style="list-style-type: none"> • Professional practice • other than professional practice <p>Demonstrate leadership role and superior outcomes in a professional practice program including implementation and evaluation of quality improvement initiatives.</p> <p>Scholarship is defined as:</p> <ul style="list-style-type: none"> • peer-reviewed • widely disseminated in appropriate forums • leading to advances in knowledge in that area 	<p>Capable of making significant independent contributions to the ongoing professional practice missions of the SOM.</p>	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • contribute to the department or School of Medicine in such areas as professional practice service and internal governance. <p>Excellence can be demonstrated by:</p> <ul style="list-style-type: none"> ○ evidence of professional practice excellence ○ patient outcomes ○ observations and opinions of peers and patients ○ participation on Departmental, School of Medicine or University committees ○ evidence of national recognition (invitations to review manuscripts; society committee membership; organization of symposia) ○ membership/participation in professional organizations ○ participation in CME as teachers 	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • contribute to the department, the School of Medicine in professional practice service as well as internal governance • earn national and/or international recognition as a leading authority in his/her field. <p>Excellence can be demonstrated by:</p> <ul style="list-style-type: none"> ○ evidence of professional practice excellence ○ patient outcomes ○ observations and opinions of peers and patients. ○ departmental service as well as School of Medicine or Institutional committee service ○ service on national panels ○ state, regional, national or international committees or elected office/ appointment in professional organizations ○ participation in CME as an authority in their field

APPENDIX C (CONTINUED) - NON-TENURE – RESEARCH TRACK

Non-tenure track (NTT) **research faculty have the responsibility of conducting research and performing scholarly works that advance the work of the academic unit.** The institution has developed general guidelines for appointment and promotion of faculty at different academic ranks in all non-tenure tracks, as well as a promotion timetable (<https://provost.missouri.edu/promotion-and-tenure/non-tenure-track-faculty.php>).

Guidelines: Academic units should provide guidelines for the minimal standards of performance in research that should be achieved prior to nomination for promotion to associate or full research professor. These guidelines will provide the basis for recommendations made by the academic unit. An essential component of the evaluative process regarding a candidate’s suitability for promotion in academic rank is appraisal of his/her potential to continue to meet expectations of sustained, meaningful activity in the area of primary responsibility. In keeping with University policy (Collected Rules and Regulations 310.035 Non-Tenure Track Faculty, Executive Guideline No. 35, issued 11-16-06; revised 05-21-08, 04-12-10, 6-17-10, 02-04-11, 07-16-12, 05-01-13), the following must be considered for NTT appointments.

Unlike tenured and tenure track faculty, whose performance is evaluated based on their contribution to research, teaching, and service, **the performance of NTT faculty should be evaluated on the primary responsibility of the NTT appointment as well as service and professional activities related to that primary responsibility.**

There is no prohibition for NTT faculty to be involved in multiple duties related to research, teaching, or service. However, decisions regarding hiring, continuation of employment, and evaluation of NTT faculty performance should relate to the primary purpose of their appointment as defined by category and not be based on all three criteria. Only tenured and tenure track faculty should be hired, evaluated, and promoted based on all three criteria.

Eligibility for promotion into the research track: Postdoctoral fellows and Research Scientists/Academic who have shown potential to meet the qualifications for a Research Assistant Professor may be promoted into the rank of Research Assistant Professor with approval from their departmental faculty appointment, promotion and tenure committee, department chair and the School of Medicine dean.

NON-TENURE - RESEARCH TRACK			
Faculty Title	Research Assistant Professor	Research Associate Professor	Research Professor
Degree requirements	Appropriate terminal degree for appointment	Appropriate terminal degree for appointment	Appropriate terminal degree for appointment

NON-TENURE - RESEARCH TRACK

Faculty Title	Research Assistant Professor	Research Associate Professor	Research Professor
<p>Research, scholarship and/or creative work Multiple forms of scholarship are acceptable and should correspond closely to the candidate's chosen area of academic emphasis:</p> <ul style="list-style-type: none"> • Research Focus – role as independent or significant collaborator in an independent project. • Education Focus – demonstrate leadership role and superior outcomes for the educational program which must be rated as excellent to outstanding by peers and learners with evidence of continuous quality improvement to the program. • Clinical Focus – demonstrate leadership role and superior outcomes in a clinical program including implementation and evaluation of quality improvement initiatives. • Clinical Investigation Focus – demonstrate leadership role in clinical trial activities with demonstration of independent scholarly contribution resulting from these activities. <p>For all focus areas of research and scholarship, results must:</p> <ul style="list-style-type: none"> • Be peer-reviewed • Be widely disseminated in appropriate forums • Lead to advances in knowledge in that area 	<ul style="list-style-type: none"> • The candidate will have research contributions/ training of such quality that they are likely to contribute to the academic mission of the school. • The candidate will spend most of their effort in the research setting and are capable of independently carrying out a research project with appropriate mentorship from the PI of the laboratory. • The candidate will learn to write and submit grants compatible with the ongoing research program of the PI and under the direction of the faculty mentor. 	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • carry out independent and original scholarly work that makes a significant contribution to new knowledge • be recognized by peers at the national level for the quality and creativity of his/her scholarly work • have received sufficient peer-reviewed external funding for ongoing scholarly work <p>Excellence can be documented by:</p> <ul style="list-style-type: none"> ○ significant and continuous publications as primary or senior author on work conducted while on faculty at MU in peer-reviewed journals with high editorial standards ○ sustained peer- reviewed external funding to support scholarly efforts ○ participation in CME as teachers 	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • earn national and/or international recognition as a leading authority in his/her field. • have continued excellence in independent and original scholarly work • demonstrate excellence in scholarship <p>Excellence can be documented by:</p> <ul style="list-style-type: none"> ○ sustained peer- reviewed external funding to support scholarly efforts ○ significant and continuous publication record as primary or senior author on work conducted while on faculty at MU in peer-reviewed journals with high editorial standards ○ collaborative scholarly work leading to peer-reviewed publications and peer-reviewed external funding ○ national/international recognition for scholarly work, as evidenced by the following contributions: <ul style="list-style-type: none"> • invited reviews/book chapters • frequent invited presentations of scholarly work (symposia, seminars) • appointment to editorial boards or as editor, co-editor, associate editor of scientific journals or books • appointments or receipt of awards that require evaluation of professional competence • evidence of leadership in the field of scholarly achievements ○ participation in CME as an authority in their field
Teaching, advising, and serving as a mentor and role model	Not required	Not required	Not required
Service	Not required	Not required	Not required

APPENDIX C (CONTINUED) - NON-TENURE – TEACHING TRACK

Non-tenure track (NTT) **teaching track faculty have the responsibility of facilitating learning among a broad range of learners.** These may include undergraduate, medical, and graduate students, as well as residents, fellows and postdoctoral trainees.

The institution has developed general guidelines for appointment and promotion of faculty at different academic ranks in all non-tenure tracks, as well as a promotion timetable (<https://provost.missouri.edu/promotion-and-tenure/non-tenure-track-faculty.php>).

Guidelines: Academic units should provide guidelines for the minimal standards of performance in teaching that should be achieved prior to nomination for promotion to associate or full teaching professor. These guidelines will provide the basis for recommendations made by the academic unit. An essential component of the evaluative process regarding a candidate’s suitability for promotion in academic rank is appraisal of his/her potential to continue to meet expectations of sustained, meaningful activity in the area of primary responsibility. In keeping with University policy (Collected Rules and Regulations 310.035 Non-Tenure Track Faculty, Executive Guideline No. 35, issued 11-16-06; revised 05-21-08, 04-12-10, 6-17-10, 02-04-11, 07-16-12, 05-01-13), the following must be considered for NTT appointments.

Unlike tenured and tenure track faculty, whose performance is evaluated based on their contribution to research, teaching, and service, **the performance of NTT faculty should be evaluated on the primary responsibility of the NTT appointment as well as service and professional activities related to that primary responsibility.**

There is no prohibition for NTT faculty to be involved in multiple duties related to research, teaching, or service. However, decisions regarding hiring, continuation of employment, and evaluation of NTT faculty performance should relate to the primary purpose of their appointment as defined by category and not be based on all three criteria. Only tenured and tenure track faculty should be hired, evaluated, and promoted based on all three criteria.

NON-TENURE - TEACHING TRACK			
Faculty Title	Assistant Teaching Professor	Associate Teaching Professor	Teaching Professor
Degree requirements	Appropriate terminal degree for appointment Evidence of appropriate, current credentials (board certification, if relevant)	Appropriate terminal degree for appointment Evidence of appropriate, current credentials (board certification, if relevant)	Appropriate terminal degree for appointment Evidence of appropriate, current credentials (board certification, if relevant)
Research, scholarship and/or creative work	Not required	Not required	Not required

NON-TENURE - TEACHING TRACK

Faculty Title	Assistant Teaching Professor	Associate Teaching Professor	Teaching Professor
<p>Teaching, advising, and serving as a mentor and role model</p> <p>Demonstrate leadership role and superior outcomes for the educational program which must be rated as excellent to outstanding by peers and learners with evidence of continuous quality improvement to the program.</p> <p>Scholarship is defined as:</p> <ul style="list-style-type: none"> • peer-reviewed • widely disseminated in appropriate forums • leading to advances in knowledge in that area 	<p>Capable of making significant independent contributions to the ongoing teaching mission of the MU SOM</p>	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • serve as a mentor & role model to learners (medical students, graduate students, postdoctoral fellows, residents and/or fellows). • have a teaching role in courses within the SOM, including department-based courses. Maintain a high level of effectiveness, with a record of courses taught over several years, the number of students and level of subject matter. <p>Excellence can be documented by:</p> <ul style="list-style-type: none"> ○ positive student and peer/ senior faculty evaluations ○ positive annual departmental evaluations ○ membership on the graduate and/or doctoral faculty ○ graduate student advising/ mentorship ○ membership on graduate student dissertation committees ○ participation in PBL/IPC as a lecturer, tutor or block leader ○ graduate course participant ○ publications related to teaching, course development or display of initiative in enriching departmental teaching, including computer based learning and web-based education ○ participation in CME as teachers 	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • continue to serve as a mentor and role model to learners (medical students, graduate students, postdoctoral fellows, residents and/or fellows). • have a central teaching role in courses within the SOM and/or department-based courses. The candidate will maintain a high level of effectiveness, with a record of courses taught over several years, the number of students and level of subject matter. • earn national and/or international recognition as a leading authority in his/her field. <p>Excellence can be documented by:</p> <ul style="list-style-type: none"> ○ positive student and peer/ senior faculty evaluations which generally exceed the departmental average ○ positive annual departmental evaluations ○ expanded role in PBL/IPC blocks as a lecturer, tutor or block leader in an expanded role ○ participate in GME programs in an expanded role ○ publications related to teaching, course development or display of initiative in enriching departmental teaching, including computer based learning and web-based education ○ participation in CME as an authority in their field
<p>Service</p>	<p>Not required</p>	<p>Not required</p>	<p>Not required</p>

APPENDIX C (CONTINUED) - TENURE TRACK – CLINICAN SCHOLAR PATH

Promotion from Assistant Professor to Associate Professor with Tenure

The candidate will be expected to contribute positively to the overall quality of the School of Medicine, maintain his/her contributions over the course of his/her career and exhibit professionalism. Candidates will be expected to continue life-long learning in their area of expertise. Successful candidates will demonstrate excellence in scholarly work, teaching, and service. Examples of how excellence can be documented are included in the table below. Successful candidates may demonstrate some or all of these. Overall evaluation will take into consideration percent effort dedicated to each of these missions, as defined by the letter of appointment and modified and agreed to in annual faculty evaluations.

TENURE TRACK - CLINICIAN SCHOLAR PATH			
Faculty Title	Assistant Professor	Associate Professor	Professor
Degree requirements	Appropriate terminal degree for appointment Evidence of appropriate, current credentials (board certification, if relevant)	Appropriate terminal degree for appointment Evidence of appropriate, current credentials (board certification, if relevant)	Appropriate terminal degree for appointment Evidence of appropriate, current credentials (board certification, if relevant)

TENURE TRACK - CLINICIAN SCHOLAR PATH

Faculty Title	Assistant Professor	Associate Professor	Professor
<p>Research, scholarship and/or creative work Multiple forms of scholarship are acceptable and should correspond closely to the candidate’s chosen area of academic emphasis:</p> <ul style="list-style-type: none"> • Research Focus – role as independent or significant collaborator in an independent project. • Education Focus – demonstrate leadership role and superior outcomes for the educational program which must be rated as excellent to outstanding by peers and learners with evidence of continuous quality improvement to the program. • Clinical Focus – demonstrate leadership role and superior outcomes in a clinical program including implementation and evaluation of quality improvement initiatives. • Clinical Investigation Focus – demonstrate leadership role in clinical trial activities with demonstration of independent scholarly contribution resulting from these activities. <p>For all focus areas of research and scholarship, results must:</p> <ul style="list-style-type: none"> • Be peer-reviewed • Be widely disseminated in appropriate forums • Lead to advances in knowledge in that area 	<p>Capable of launching an independent program of scholarly work that will bring distinction to the MU School of Medicine.</p>	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • carry out independent and original scholarly work that makes a significant contribution to new knowledge • be recognized by peers at the national level for the quality and creativity of his/her scholarly work • have received sufficient peer-reviewed external funding for ongoing scholarly work <p>Excellence can be documented by:</p> <ul style="list-style-type: none"> ○ significant and continuous publications as primary or senior author on work conducted while on faculty at MU in peer-reviewed journals with high editorial standards ○ sustained peer- reviewed external funding to support scholarly efforts 	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • earn national and/or international recognition as a leading authority in his/her field. • have continued excellence in independent and original scholarly work • demonstrate excellence in scholarship <p>Excellence can be documented by:</p> <ul style="list-style-type: none"> ○ sustained peer- reviewed external funding to support scholarly efforts ○ significant and continuous publication record as primary or senior author on work conducted while on faculty at MU in peer-reviewed journals with high editorial standards ○ collaborative scholarly work leading to peer-reviewed publications and peer-reviewed external funding ○ national/international recognition for scholarly work, as evidenced by the following contributions: <ul style="list-style-type: none"> ○ invited reviews/book chapters ○ frequent invited presentations of scholarly work (symposia, seminars) ○ appointment to editorial boards or as editor, co-editor, associate editor of scientific journals or books ○ appointments or receipt of awards that require evaluation of professional competence ○ evidence of leadership in the field of scholarly achievements

<p>Teaching, advising, and serving as a mentor and role model</p>	<p>Capable of making significant independent contributions to the ongoing teaching mission of the MU SOM</p>	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • serve as a mentor and role model to learners (medical students, graduate students, postdoctoral fellows, residents and/or fellows). • have a teaching role in courses within the SOM, including department-based courses. Maintain a high level of effectiveness, with a record of courses taught over several years, the number of students and level of subject matter. <p>Excellence can be documented by:</p> <ul style="list-style-type: none"> ○ positive student and peer/ senior faculty evaluations ○ positive annual departmental evaluations ○ participation in PBL/IPC blocks as a lecturer, tutor or block leader ○ participation in GME programs ○ publications related to teaching, course development or display of initiative in enriching departmental teaching, including computer based learning and web-based education ○ participation in CME as teachers 	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • continue to serve as a mentor and role model to learners (medical students, graduate students, postdoctoral fellows, residents and/or fellows). • have a central teaching role in courses within the SOM and/or department-based courses. The candidate will maintain a high level of effectiveness, with a record of courses taught over several years, the number of students and level of subject matter. <p>Excellence can be documented by:</p> <ul style="list-style-type: none"> ○ positive student and peer/ senior faculty evaluations which generally exceed the departmental average ○ positive annual departmental evaluations ○ expanded role in PBL/IPC blocks as a lecturer, tutor or block leader in an expanded role ○ participate in GME programs in an expanded role ○ publications related to teaching, course development or display of initiative in enriching departmental teaching, including computer based learning and web-based education ○ participation in CME as teachers
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TENURE TRACK - CLINICIAN SCHOLAR PATH

Faculty Title	Assistant Professor	Associate Professor	Professor
<p>Service</p> <ul style="list-style-type: none"> • other than clinical • clinical 	<p>Capable of making significant independent contributions to the ongoing administrative and/or clinical missions of the SOM.</p>	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • contribute to the department or School of Medicine in such areas as clinical service and internal governance. <p>Excellence can be demonstrated by:</p> <ul style="list-style-type: none"> • participation on Departmental, School of Medicine or University committees • evidence of national recognition (invitations to review manuscripts, grant applications; society committee membership; organization of symposia) • membership/participation in professional organizations • patient outcomes • observations and opinions of peers and patients. 	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • contribute to the department, the School of Medicine, MU and nationally/internationally in their field. <p>Excellence can be demonstrated by:</p> <ul style="list-style-type: none"> ○ departmental service as well as School of Medicine or Institutional committee service ○ service on grant review panels ○ state, regional, national or international committees or elected office/appointment in professional organizations ○ appointment to editorial boards ○ patient outcomes ○ observations and opinions of peers and patients.

APPENDIX C (CONTINUED) - TENURE TRACK – RESEARCH SCHOLAR PATH

Promotion from Assistant Professor to Associate Professor with Tenure

The candidate will be expected to contribute positively to the overall quality of the School of Medicine, maintain his/her contributions over the course of his/her career and exhibit professionalism. Candidates will be expected to continue life-long learning in their area of expertise. Successful candidates will demonstrate excellence in research, teaching, and service. Examples of how excellence can be documented are included in the table below. Successful candidates may demonstrate some or all of these. Overall evaluation will take into consideration percent effort dedicated to each of these missions, as defined by the letter of appointment and modified and agreed to in annual faculty evaluations.

TENURE TRACK - RESEARCH SCHOLAR PATH			
Faculty Title	Assistant Professor	Associate Professor	Professor
Degree requirements	Appropriate terminal degree for appointment Evidence of appropriate, current credentials (board certification, if relevant)	Appropriate terminal degree for appointment Evidence of appropriate, current credentials (board certification, if relevant)	Appropriate terminal degree for appointment Evidence of appropriate, current credentials (board certification, if relevant)

TENURE TRACK - RESEARCH SCHOLAR PATH

Faculty Title	Assistant Professor	Associate Professor	Professor
<p>Research, scholarship and/or creative work</p> <p>For all research and scholarship, results must:</p> <ul style="list-style-type: none"> • Be peer-reviewed • Be widely disseminated in appropriate forums • Lead to advances in knowledge in that area 	<p>Capable of launching an independent research program that will bring distinction to the MU School of Medicine.</p>	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • carry out independent and original research that makes a significant contribution to new knowledge • be recognized by peers at the national level for the quality and creativity of his/her research • have received sufficient peer-reviewed external funding for ongoing research from organizations such as the VA, NIH, NSF, and other scientific organizations as to provide evidence that funding is sustainable <p>Excellence can be documented by:</p> <ul style="list-style-type: none"> ○ significant and continuous publications as primary or senior author on work conducted while on faculty at MU in peer-reviewed journals with high editorial standards ○ substantial peer-reviewed external funding from national agencies such as the VA, NIH, NSF, and other scientific organizations 	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • earn national and/or international recognition as a leading authority in his/her field. • have continued excellence in independent and original research • demonstrate excellence in scholarship <p>Excellence can be documented by:</p> <ul style="list-style-type: none"> ○ continuous renewal of substantial peer-reviewed external funding from national agencies such as the VA, NIH, NSF, and other scientific organizations. ○ significant and continuous publication record as primary or senior author on work conducted while on faculty at MU in peer-reviewed journals with high editorial standards ○ collaborative research leading to peer-reviewed publications and peer-reviewed external funding ○ national/international recognition for research, as evidenced by the following contributions: <ul style="list-style-type: none"> ○ invited reviews/book chapters ○ frequent invited presentations of research (symposia, seminars) ○ appointment to editorial boards or as editor, co-editor, associate editor of scientific journals or books ○ evidence of research commercialization (e.g., licensing, patents, etc) ○ appointments or receipt of awards that require evaluation of professional competence ○ evidence of leadership in field of research and significant scientific impact of work

<p>Teaching, advising, and serving as a mentor and role model</p>	<p>Capable of making significant independent contributions to the ongoing teaching mission of the MU SOM</p>	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • serve as a mentor and role model to learners (medical students, graduate students, postdoctoral fellows, residents and/or fellows). • have a teaching role in courses within the SOM, including department-based courses. Maintain a high level of effectiveness, with a record of courses taught over several years, the number of students and level of subject matter. <p>Excellence can be documented by:</p> <ul style="list-style-type: none"> ○ positive student and peer/ senior faculty evaluations ○ positive annual departmental evaluations ○ membership on the graduate and/or doctoral faculty ○ graduate student advising/ mentorship ○ membership on graduate student dissertation committees ○ participation in PBL/IPC blocks as a lecturer, tutor or block leader ○ graduate course participant ○ publications related to teaching, course development or display of initiative in enriching departmental teaching, including computer based learning and web-based education ○ participation in CME as teachers 	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • continue to serve as a mentor and role model to learners (medical students, graduate students, postdoctoral fellows, residents and/or fellows). • have a central teaching role in courses within the SOM and/or department-based courses. The candidate will maintain a high level of effectiveness, with a record of courses taught over several years, the number of students and level of subject matter. <p>Excellence can be documented by:</p> <ul style="list-style-type: none"> ○ positive student and peer/ senior faculty evaluations which generally exceed the departmental average ○ positive annual departmental evaluations ○ membership on the graduate and/or doctoral faculty ○ graduate student advising/ mentorship ○ membership on graduate student dissertation committees ○ expanded role in PBL/IPC block as a lecturer, tutor or block leader ○ graduate course director ○ publications related to teaching, course development or display of initiative in enriching departmental teaching, including computer based learning and web-based education ○ participation in CME as teachers
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TENURE TRACK - RESEARCH SCHOLAR PATH

Faculty Title	Assistant Professor	Associate Professor	Professor
<p>Service</p> <ul style="list-style-type: none"> • other than clinical • clinical 	<p>Capable of making significant independent contributions to the ongoing administrative missions of the SOM.</p> <p>Excellence in clinical service when relevant</p>	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • contribute to the department or School of Medicine in such areas as internal governance. <p>Excellence can be demonstrated by:</p> <ul style="list-style-type: none"> ○ participation on Departmental, School of Medicine or University committees ○ evidence of national recognition (invitations to review manuscripts, grant applications; society committee membership; organization of symposia) ○ membership/participation in professional societies, scientific organizations <p>Excellence in clinical service when relevant</p>	<p>The candidate will be expected to:</p> <ul style="list-style-type: none"> • contribute to the department, the School of Medicine, MU and nationally/ internationally in their field. <p>Excellence can be demonstrated by:</p> <ul style="list-style-type: none"> ○ departmental service as well as School of Medicine or Institutional committee service ○ service on grant review panels as an ad hoc member ○ appointment to grant review panels (regular member) ○ state, regional, national or international committees or elected office/ appointment in professional societies and/or scientific organizations ○ appointment to editorial boards <p>Excellence in clinical service when relevant</p>

Preprofessional Scholars Program Admissions Committee

(Amended and accepted by a vote of the faculty May, 2013)

The Preprofessional Scholars Program Admissions Committee shall be responsible for:

- Selecting students to participate in the Preprofessional Scholars Program. It is the obligation of the Preprofessional Scholars Program Admissions Committee to consider, in depth, the credentials of all applicants to the Preprofessional Scholars Program. The Preprofessional Scholars Program Admissions Committee will report annually to the Faculty Assembly.

The Preprofessional Scholars Program Admissions Committee shall also be responsible for:

- Approving policies and procedures regarding the Preprofessional Scholars Admissions Program.
- Reviewing and approving programs developed to enhance the education of students enrolled in the Preprofessional Scholars Program prior to their matriculation into medical school.
- Reviewing transcripts of Preprofessional Scholars Program students to monitor adherence to stated program requirements.

I. Composition

The committee shall be composed of 6-12 individuals, appointed annually by the dean. At least 70 percent shall be faculty from the medical school. Alumni physicians and community physicians are eligible for appointment to the Preprofessional Scholars Committee. Medical students who are alumni of the Preprofessional Scholars Program are eligible for appointment.

The associate dean for student programs and professional development and the director of admissions will serve as ex-officio (non-voting) members of the committee.

II. Length of Service

To provide experience and continuity, members will be appointed yearly for a period of up to six consecutive years. No individual shall serve more than six consecutive years. Terms of service will begin on September 1. Medical student members will be appointed by the Dean following nomination by the third year medical student body. Medical student members may serve for up to 2 continuous years.

III. Chair

By the last regular meeting of the academic year, the chair shall be elected by the committee from the committee membership with the advice of the dean.

The chair will prepare the agenda and preside at meetings, appoint subcommittees, and may also act as liaison to the dean's office, the Admissions Committee and the Faculty Affairs Council. The chair shall make a yearly report to the Admissions Committee. The

chair shall organize an orientation for the committee prior to the student selection process.

IV. Interviews

Meeting times shall be determined by the committee. Applicant interviews shall be conducted according to a schedule set up in advance by the committee.

V. Quorum and Voting

A quorum is defined as two-thirds of all voting members of the committee. A quorum must be present for all votes. Voting shall be done by secret ballot, and decisions are based on simple majority for applicant selection. The voting format for other committee business may be left to the discretion of the committee.

VI. Informing Applicants of Committee Decisions

The deliberations of the Preprofessional Scholars Program Admissions Committee relevant to individual applicants shall be held in strict confidence by its members. Applicants shall be informed of committee decisions and actions only through the office of the dean.

Unsuccessful applicants seeking counseling and advisement may be given a statement of the rationale upon which the committee based its decision, but individual committee members shall not be quoted by name or otherwise identified as having taken a particular stance in the committee's deliberations.

Insofar as counseling and advisement may involve a reflection and subjective analysis of the committee's deliberations, provide suggestions for strengthening an individual's academic and/or personal qualifications as the committee has perceived them, and serve to elicit information and impressions which later may be used by the committee in considering an individual's subsequent reapplication, such counseling and advisement shall be undertaken usually by an associate or assistant dean.

Research Council

Accepted by vote of the faculty January 1985. Amended by vote of the faculty July 1992. Amended by the Faculty Affairs Council September 2010.

According to the School of Medicine Faculty Bylaws adopted in May 1991, the Research Council shall recommend policies governing research to the Faculty Assembly, including the fostering and stimulation of intramural and extramural research relations, interdisciplinary research and the generation and distribution of research funds. The Research Council shall recommend to the Associate Dean for research the distribution of specific institutional research funds.

I. Functions and Responsibilities

The Research Council's function is to stimulate the quality and quantity of research in the School of Medicine. This includes such activities as:

- A. Reviewing of research facilities, programs and institutional support mechanisms.
- B. Advising the faculty in research related matters.
- C. Making recommendations to the Dean concerning research related matters.
- D. Reviewing research initiatives and funding such initiatives.
- E. Recommending to the Faculty Assembly policies for research support at the School of Medicine.
- F. Establishing guidelines for the review of research grant applications.

II. Policies for Research Support

A. Eligibility

Faculty at the rank of instructor or higher whose principal academic appointment is in the School of Medicine will be eligible for grant support.

B. Types of Support

Grants may be awarded for:

- 1. Original research projects capable of attracting external support. These will include projects presented by new or young faculty members who are starting a

research program (beginning investigator grants) and by established investigators during periods when renewal or continuation support from external sources is delayed or pending (continuation grants).

2. Miscellaneous (small grants) for
 - a. Pilot projects.
 - b. Equipment and supply needs.
 - c. Support of local conferences.
 - d. Foreign travel to meetings or conferences where reports of work in progress will be presented.
 - e. Travel by appropriate personnel in the project to learn new or required research techniques.
 3. Grants for the support of postdoctoral fellows who may contribute substantially to the faculty member's research when no other funding sources are available. Support for these fellowships will be limited to one year and the grant will be awarded to the sponsoring faculty member.
 4. Other projects of special merits decided by Research Council.
- C. The Research Council shall review these policies as required and present them to the Faculty Assembly as proposed necessary modifications.

III. Membership

- A. The Research Council consists of a minimum of fifteen (15) members.
- B. Three members ex officio without vote shall hold the following positions:
 1. A dean in the School of Medicine responsible for research.
 2. Chair of the Institutional Review Board Health Sciences Section.
 3. Associate Chief of Staff for Research of the Veterans Administration Hospital.
- C. A minimum of fifteen (15) members shall be appointed from the Faculty Assembly of the School of Medicine.

1. Members shall be appointed annually by the Dean. No one may serve more than three consecutive years.
2. Approximately one-third of the membership shall be replaced each year.
3. Major involvement in research is a prerequisite for Council membership. Such involvement may be evidenced by recent publications in refereed research journals, receiving of funded grants, presentations at national and international research meetings and/or service on national grant review panels.
4. A month before the term of office expires the membership of the Research Council will provide to the Faculty Affairs Council a list of names of faculty to replace the Council members whose terms expire that year. The Faculty Affairs Council will consider the nominees and may make additions or deletions before sending it to the Dean who will make new appointments from the list.
5. A broad representation of departmental interests, e.g., clinical, preclinical, should be maintained through the selection process.
6. The term of office for each regularly selected member shall begin on July 1, of that year. Members appointed to fill unexpired terms should serve the remainder of that term.

IV. Organization

- A. The executive officers shall be a Chair and a Secretary.
- B. The Chair shall be elected annually by a majority of the votes cast in a secret ballot of the members of the Research Council. A term of office will be one year to begin July 1, of the year elected.
 1. The Chair shall have the following responsibilities:
 - a. Preside over the Research Council meetings.
 - b. Prepare an agenda and schedule meetings.
 - c. Review the minutes of the meetings.
 - d. Appoint committees and call for reports as the needs arise. Prepare a Report to Research Council of the action taken on each request.
 - e. Inform the applicant concerning action taken.

- f. Request for the Research Council a budget from the Dean to cover the selected applications.
 - g. Assist the Associate Dean for Research in the preparation of a roster of qualified individuals for Research Council membership.
 - h. Present a written report to the faculty twice a year on the Research Council activities. These reports will include a detailed consideration of the grant applications funded, including the name of the investigators involved, the title of the projects and the amounts awarded to the different projects.
2. The Chair can be removed from office for negligence of duty or impropriety.
- a. Such action shall be initiated by presentation of a petition to the Chair of Faculty Affairs Council, stating the charge and requesting removal of the Chair.
 - b. A special meeting of the Research Council shall be called not less than fourteen days and not more than twenty-eight (28) days after receipt of the petition.
 - c. A Research Council member shall be appointed by the Chair of Faculty Affairs Council to conduct the meeting, read the charge(s), allow discussion and conduct a recall vote by mail ballot within seven days of the meeting. The Chair shall be relieved of his duties, in the event of two-thirds majority of the total Research Council support the charge(s).
 - d. A permanent chair shall be elected to fill the unexpired term by the procedure in Section IV B.
- C. The Secretary will be a dean of the School of Medicine who is responsible for research and who shall function in an executive capacity on the Research Council. The duties shall include:
- 1. Liaison with the Dean of the Medical School.
 - 2. Secretarial activities such as:
 - a. Recording of minutes.
 - b. Mailing of Council business, including minutes.
 - c. Maintenance of a permanent record of Research Council business.

3. Maintenance of records concerning the allocation of funds and their expenditure.

V. Meetings

- A. Meetings shall be held on a monthly basis or as required.
- B. A simple majority of the voting membership shall constitute a quorum.
- C. Motions shall pass if supported by a simple majority of those present.
- D. The meetings will be conducted in the spirit of Robert's Rules of Order Newly Revised and according to procedures adopted by the Research Council.

The Committee on Resources, Development and Allocations

Accepted by vote of the faculty, May 6, 1981

I. Introduction

The Rules and Regulations of the Committee on Resources, Development and Allocations (CRDA) were prepared in accord with the bylaws of the School of Medicine and bylaws of MU.

A. Bylaws of the School of Medicine

Article IV, "Organization," Section H, "The Standing Committees of the Faculty," Subsection (D), "The Committee on Resources, Development and Allocations." This committee is responsible for advising the dean in both extended development planning and resources allocation and in immediate reallocation issues, in order to promote an environment where excellence may be achieved. The committee reports to the faculty through the dean.

B. Bylaws of MU

Article II, Section 1, "Rights," Subsection (D), "Right to be Kept Informed." The faculty has the right to be informed of actions and activities of committees and executive officers of the campus and central administration, including those related to budget matters, as well as decisions of other bodies which affect MU. Where possible, this information shall be made available to the faculty before being made available to the general public.

Article II, Section 3, "Authority," Subsection (C), "Advisory Authority." The MU faculty has advisory authority and responsibility with other persons or offices in matters such as:

1. Budget and resource allocation.
2. Planning, including capital expenditures and physical facilities.
3. Selection of departmental, divisional, campus, and University-level administrators.
4. Determinations of the campus standing committee structure.
5. Development and implementation of general business procedures which facilitate academic program excellence.

C. General

The CRDA shall serve as:

1. An advisory committee to the dean.
2. A fact-finding committee, responsive to the major concerns of the faculty.

Grievance issues directed to the CRDA which overlap CRDA concerns will be forwarded to the Faculty Affairs Council and/or the dean for appropriate resolution of the grievances.

II. Rules and Regulations

A. Committee Membership and Rotation of Membership

Members shall be selected by the dean from a list of suggested candidates from the Faculty Assembly prepared by the Faculty Affairs Council and will serve two-year terms. The committee shall consist of seven members who shall serve for staggered periods. After two years, three members shall retire from the committee and be replaced utilizing procedures to be developed at that time. The remaining four members shall serve for an additional year at which time they will be replaced by new members.

B. Officers

1. Chair

The chair of the CRDA shall be elected by secret ballot by the members of the CRDA for a term of one year. The chair shall preside at the meetings, prepare the agenda, and obtain and disseminate necessary information. The conduct of the meetings will be in accord with the current version of Robert's Rules of Order Newly Revised when operating procedures require clarification. In the absence of the chair, the secretary shall preside at meetings.

2. Secretary

The secretary shall be elected annually by secret ballot. The secretary shall record minutes of the meetings and preserve a permanent set which shall be passed on to the next secretary.

- a. Minutes: Copies of the minutes shall be sent to all members of the committee, the dean, and the chair of the Faculty Affairs Council (faculty bylaws require minutes of all standing committees to be sent to the Faculty Affairs Council).
- b. Special Advisory Reports: Advisory reports shall be sent to the dean (if he initiates the request); or both the dean and the Faculty Affairs Council, if the Faculty Affairs Council requests a report. If the CRDA initiates a report, the distribution will be agreed upon by the CRDA, the dean, and the Faculty Affairs Council.
- c. Confidentiality: It is anticipated that most of the information dealt with will be information available to the public, the faculty and the administration; therefore, in general, the dealings of the committee shall be open. In rare exceptions, confidentiality may be deemed necessary by the CRDA, the dean, or the Faculty Affairs Council.

C. Meetings

Meetings shall be held at times and places agreed upon by the members of the committee, at least once per month, and more often, if necessary. Voting on major motions and issues shall be by secret ballot.

D. Subcommittees

Subcommittees may be appointed by the CRDA when necessary and may include members of the Faculty Assembly if specialized views are required.

E. Changes in Rules and Regulations of the CRDA

Recommendations for additions or changes in rules and regulations may be initiated by any member of the CRDA. Final acceptance of changes must be approved by a majority of the members of the CRDA and approved by the Faculty Assembly.