

KIRK KERKORIAN
SCHOOL OF MEDICINE

UNLV

Bylaws of the Kirk Kerkorian School of Medicine at UNLV Faculty

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ARTICLE I. PREAMBLE

VISION

The Kirk Kerkorian School of Medicine at UNLV will deliver high-quality innovative education, research, and superb clinical care to meet the healthcare needs of the growing and diverse population of Nevada.

MISSION

The Kirk Kerkorian School of Medicine will serve our patients, students, medical professionals, and community as a transformational force for improving health care in Nevada. This is accomplished by delivering evidence-based, innovative centers of excellence in medical education and research, coupled with cost-effective, high-quality care that improves the health of our community members throughout their lifespan, becoming an integral contributor to an Academic Health Center, and creating a culture of collaboration through inclusion and excellence.

VALUES

The Kirk Kerkorian School of Medicine core values are the guiding principles for its culture and across all four missions of its enterprise - education, clinical, research, and community service.

WHAT WE DO

STRIVE FOR EXCELLENCE:

Expect a culture of continued professional improvement individually and across the collective organization

DRIVE INNOVATION:

Reimagine medicine to streamline, build upon, and disrupt current thinking and practices

HOW WE DO IT

DEMONSTRATE INCLUSION:

Treat everyone with dignity and respect, and create opportunities that foster a united culture

ACT WITH INTEGRITY:

Ensure that words, deeds, and actions are aligned

SERVE WITH COMPASSION AND HUMILITY:

Act with genuine care

2.0 Membership

For this document, the term “faculty” shall refer to academic tenured, tenure-track, and non-tenure track faculty unless otherwise specified. Policies concerning administrative faculty are provided in the UNLV Bylaws.

There are four ranks of academic faculty, designated for contract purposes by Roman numerals as follows: Professor (IV), Associate Professor (III), Assistant Professor (II), Instructor (I). Tenured and tenure-track academic faculty may be employed at rank IV, III, or II.

Non-tenure track faculty are Rank 0 and may be assigned titles of Professor, Associate Professor, Assistant Professor and Instructor. Physicians who have completed residency but have not attained board certification may be employed at rank 0 Instructor. As defined in the Nevada System of Higher Education (NSHE) Code Title 2, Chapter 3, Section 3.2.1.

In the school of medicine, academic faculty may be assigned a working title of “Clinician-Educator” or “Medical-Educator.” Clinician-Educators are those individuals who hold a medical license and practice medicine on behalf of the school of medicine. In addition, these individuals teach the Kirk Kerkorian School of Medicine trainees (e.g., medical students, residents) in matters related to clinical education. Medical-Educators are those individuals who do not hold a medical license, nor do they practice medicine on behalf of the school of medicine. In addition, these individuals teach the Kirk Kerkorian School of Medicine trainees (e.g., medical students, residents) but do not instruct trainees in regard to clinical practices.

Rank 0 positions are not eligible for appointment with tenure nor shall have tenure under any circumstances.

Physicians, other clinicians, and non-clinicians teaching students and/or residents of the Kirk Kerkorian School of Medicine employed by UNLV at less than 50% may be assigned other appropriate titles such as Assistant Professor 0(II), Associate Professor 0(III), or Professor 0(IV).

Physicians and other clinicians teaching students and/or residents of the Kirk Kerkorian School of Medicine as community faculty volunteers or employed by UNLV may be assigned other appropriate titles such as Clinical Assistant Professor 0(II), Clinical Associate Professor 0(III), or Clinical Professor 0(IV). Other volunteer adjunct faculty who regularly provide curricular or expert consultation, serve on committees, guest lecture, and/or conduct Kirk Kerkorian School of Medicine related research may be assigned titles such as Adjunct Assistant Professor 0(II), Adjunct Associate Professor 0(III), or Adjunct Professor 0(IV).

2.0.1 Voting

Academic faculty with at least a 50% time appointment in the Kirk Kerkorian School of Medicine are eligible to vote in faculty elections and serve as elected or appointed committee members.

2.0.2 Non-Voting

Academic faculty with less than a 50% time appointment in the Kirk Kerkorian School of Medicine are encouraged to participate in faculty meetings, but they may not vote in faculty elections nor be elected or appointed to standing committees. In some circumstances, non-voting faculty may be appointed to certain standing committees as ex-officio members because of specific expertise or responsibilities.

2.0.3 Faculty Listing

A listing of all voting and non-voting members of the Kirk Kerkorian School of Medicine faculty will be kept by the Kirk Kerkorian School of Medicine Human Resources Department. This listing shall be provided to the executive committee on the first day of the academic year (July 1).

2.1 Professional Responsibilities

The responsibilities of the academic faculty include instruction, research, scholarship, clinical care, public, community, and university service. At the time of appointment, and annually thereafter, the workload expectations related to each of these roles, and the metrics for evaluating them will be clearly delineated in writing. The distribution of workload assignments will be determined in accordance with the mission and priorities of UNLV and the goals and needs of the Kirk Kerkorian School of Medicine and each faculty member's department.

To the extent possible for clinical faculty, all workload assignments shall be consistent with the UNLV Workload Assignment Policy and Guidelines, Kirk Kerkorian School of Medicine Workload Policy, the Board of Regents Handbook, and bylaws of UNLV and school of medicine. Kirk Kerkorian School of Medicine faculty are exempted from the standard university instructional requirement of three (3) courses per semester (see Board of Regents Faculty Workload Guidelines in Board of Regents Handbook Title 4, Chapter 3, Section 3.6e). It is recognized that the unique nature of the teaching programs in the Kirk Kerkorian School of Medicine does not fit into the standardized credit hour guidelines. The Kirk Kerkorian School of Medicine faculty workload assignments and policy shall parallel the university Workload Assignment Policy and Guidelines, only differing where appropriate and justified. Some of the school of medicine's workload assignments may be defined in terms of contact hours rather than credit hours. The nature of academic work and work in clinical medicine dictates against a standardized definition of work in terms of hours (e.g., 40-hour week).

The written goals of the faculty will be reviewed annually with the department chair, division director, or center/institute director as appropriate. This review will form an integral part of the annual faculty evaluation by the chair. During the third year of appointment, faculty mid-tenure review will be performed in the fall of the third year.

Faculty development is a process by which the Kirk Kerkorian School of Medicine academic faculty work systematically to improve their skills in the following areas:

- 1) teaching and assessment
- 2) research and scholarly activities
- 3) clinical practice
- 4) career development

Faculty development includes, but is not limited to:

- Scholarly activity including research, publications, editorial activities, invited presentations;
- Development as an educator, which may include new skills and new educational approaches and technologies, as well as development of educational materials;
- Continuing medical education, as a participant and presenter;
- Management and leadership training;
- Professional organization activities; and
- Maintenance of clinical skills.

The responsibility of the Kirk Kerkorian School of Medicine is to facilitate and encourage all faculty to develop and improve their skills. In conjunction with the faculty affairs department, department chairs will be responsible for monitoring the progress of the faculty and ensuring the availability of opportunity and support for faculty development. This objective relates directly to the goals of excellence in education, research, and patient care at the school of medicine.

2.1.1 Outside Professional Work

Consistent with the UNLV Conflict of Interest policy, Kirk Kerkorian School of Medicine requires that faculty avoid or disclose and address perceived or real conflicts of interest between their responsibilities as a faculty member of Kirk Kerkorian School of Medicine and their activities with outside commercial or non-profit entities. This applies to all faculty regardless of their appointment level. Conflict of commitment is not the only aspect of outside work that is considered. The request will also be reviewed for conflicts with the Kirk Kerkorian School of Medicine Outside Work Policy and UNLV policies as well as financial conflicts of interest or academic conflicts.

All academic personnel including faculty, staff, medical residents, senior fellows, fellows, visiting fellows, and trainees who wish to engage in outside work not included in the UNLV list of pre-approved outside activities for compensation are required to obtain prior written approval from their supervisor and dean in accordance with the Kirk Kerkorian School of Medicine Outside Work Policy and the UNLV Conflict of Interest Policy (Also see Article 4, Section 4.9, Conflict of Interest Committee).

Definition of compensation: A person is deemed to engage in an activity for compensation if the person has any economic interest in the activity or has waived or assigned that economic interest. Economic interests include monetary payments or the right to receive monetary payments, any equity interest or right to acquire equity interest, any intellectual property (IP) interest. Compensation for outside professional activities will go into the faculty practice plan unless an exception is granted in writing by the dean of the school of medicine. Pre-approved activities as designated under the UNLV Conflict of Interest Policy excluded from the definition of outside work.

Examples of pre-approved activities are as follows:

- Participating in the work of non-profit professional associations and societies;
- Contributing expertise to scholarly, editorial, and advisory bodies related to academic work;
- Serving on public commissions or boards of philanthropic organizations; and
- Accepting invitations by non-profit organizations, colleges and universities, and governmental agencies for purposes of presenting guest lectures, delivering papers, serving on review panels, and participating in accreditation activities.

The exclusion does NOT apply to teaching credit courses or teaching continuing education classes not provided under the aegis of UNLV. Excluded activities do not require prior approval. However, if activities involve time away from the university, approval for travel away from the university must be agreed upon from the appropriate supervisor.

2.1.2 Ban on Speakers' Bureaus

No Kirk Kerkorian School of Medicine faculty member will present at programs designed solely or predominantly for company promotional, sales, or marketing purposes even in those circumstances where the faculty retain control of the content of the presentation and/or any slides that may accompany the presentation.

2.1.3 Ban on Product Endorsement

All Kirk Kerkorian School of Medicine faculty are prohibited from endorsing a product for the primary purpose of promoting its purchase. Kirk Kerkorian School of Medicine faculty may give their opinion about commercial products when there is no promotional purpose.

2.2 Faculty Governance Duties

The responsibilities of the academic Kirk Kerkorian School of Medicine faculty are carried out through appropriate governance structures including, but not limited to the following:

2.2.1

To establish the general goals of the educational policies of the Kirk Kerkorian School of Medicine relative to student admission, curricular requirements, graduation, and other educational activities in compliance with the accreditation standards;

2.2.2

To make recommendations to the dean regarding educational programming, clinical practices, and scientific research;

2.2.3

To make recommendations to the dean regarding policies for allocation of Kirk Kerkorian School of Medicine resources;

2.2.4

To establish criteria for promotion and/or tenure in accordance with NSHE Title 2, Chapter 3, Section 3.4 and UNLV Bylaws, Chapter III, Section 4.3, and Section 16;

2.2.5

To elect all members of standing committees except those appointed by the dean; and

2.2.6

To be the approving body for all changes in the Kirk Kerkorian School of Medicine faculty bylaws.

2.3 Meetings

The Kirk Kerkorian School of Medicine faculty is in session during the annual meeting, special meetings, and emergency meetings. At all Kirk Kerkorian School of Medicine faculty meetings, the chair will designate a recording officer who will keep and disseminate meeting minutes and ensure they are delivered to the dean's office within three business days where they will be stored and filed. Meetings will be run in a manner consistent with Robert's Rules of Order.

2.3.1 Faculty Meetings

The Kirk Kerkorian School of Medicine faculty will meet at least once per quarter to receive the reports of standing committees and the dean. Notice of the time and place of these meetings as well as the agenda will be sent to all faculty members at least three business days prior to the date of the meeting.

2.3.2 Special Meetings

Special meetings of the Kirk Kerkorian School of Medicine faculty may be called by the dean, executive committee, or by a signed petition of 25 percent of the voting members of the Kirk Kerkorian School of Medicine faculty. Notice of the time and place of special meetings will be sent to all faculty members at least three (3) business days in advance.

2.3.3 Emergency Meetings

When the dean or executive committee deems that an emergency meeting of the Kirk Kerkorian School of Medicine faculty is indicated, it may be called with prior notice of two working days. Business transacted must be limited to the reason the meeting was called.

2.3.4 Agenda Items

The dean of the Kirk Kerkorian School of Medicine shall solicit agenda items and prepare the agenda for faculty meetings.

2.3.5 Presider

The dean of the school of medicine, or their designee, will preside at meetings of the Kirk Kerkorian School of Medicine faculty.

2.3.6 Voting

Twenty percent of the voting Kirk Kerkorian School of Medicine faculty shall constitute a quorum.

2.4 Faculty Concerns

A faculty member may request that their complaint in regard to governance and/or professional nature be heard and, if possible, resolved by the dean of the school of medicine. In so doing, the faculty member shall not have relinquished the right to utilize an appropriate Grievance Procedure described in NSHE Title 2, Chapter 5, Section 5.7 and UNLV Bylaws Chapter III, Section 6.7, and Section 20.

2.5 Faculty Grievances

A grievance is an act, or omission to act, by the respective administrations of the system institutions, allegedly resulting in an adverse impact on the employment conditions of a faculty member relating to promotion, appointment with tenure or other aspects of contractual status, or relating to alleged violations of the NSHE Code or institutional bylaws (NSHE Title 2, Chapter 5, Section 5.7). UNLV Bylaws, Chapter III, Section 6.7 states that any academic faculty member has the right to file a grievance regarding personnel decisions which may result in adverse impact on the employment conditions relating to promotion, salary increases (including merit), and appointment with tenure. This does not apply to non-reappointment of a probationary faculty member.

The academic departments are the basic organizational units of the school of medicine. Establishment and naming of academic departments is subject to the Nevada System of Higher Education Code and Board of Regents approval.

3.0 Membership

3.0.1

All academic faculty appointments shall have a department designation. A faculty member may be appointed in more than one department, but only one department can be designated as the primary department. For purposes of faculty governance where departmental affiliation is specified, the faculty member's department will be that in which he/she has the primary appointment [See UNLV Bylaws Chapter I, Section 4.2].

3.0.2

Each department has a chair. Appointment of the chair takes into consideration the input from the department faculty and is in accordance with institutional policy [See UNLV Bylaws Chapter II, Section 10.8]. Department faculty recommends a candidate to the dean, who recommends the candidate to the executive vice president and provost (EVPP).

3.1 Duties

3.1.1

The chair, with the input from the department academic faculty, shall be responsible for recommending appointments within the department, in accordance with the operating procedures of the faculty appointments, promotion and tenure committee.

3.1.2

Departments shall be responsible for developing policies related to their educational functions and for executing educational programs in accordance with the overall curriculum of the Kirk Kerkorian School of Medicine [See UNLV Bylaws Chapter I, Section 4.4 and Chapter II, Sections 5 and 6]. The departments shall be engaged in teaching, research, and service to the academic community and the public [See Workload for Faculty in UNLV Bylaws Chapter III, Section 2], and when appropriate, clinical service. In each of these endeavors, the chair shall be responsible for evaluating and supporting faculty efforts.

3.1.3

Each year, adhering to a schedule established by the dean, the chair shall be responsible for reviewing the qualifications and performance of all members of the department's faculty in accordance with the policies of the Kirk Kerkorian School of Medicine [See UNLV Bylaws Chapter III, Section 5 and 8]. The chair will provide each faculty member having a faculty appointment of 50 percent time or more a written evaluation each year. Reviews shall be

conducted in accordance with the school of medicine, UNLV Bylaws and NSHE Code [See NSHE, Title 2, Chapter 5, Section 5.12 and 5.13].

3.1.4

The chair shall prepare an annual report summarizing departmental activities and forward it to the dean.

3.1.5

Each department shall participate in a formal review under the auspices of the dean at least every five years. This review shall include the performance of the department and of the chair [for process concerning department chair review, see UNLV Bylaws Chapter III, Section 14].

3.2 Meetings

Each department shall have regularly scheduled meetings with a prepared agenda. The purpose of these meetings shall be to formulate policies and procedures of the department, encourage departmental participation in the operations of the Kirk Kerkorian School of Medicine, and facilitate communication between faculty and the department chair.

ARTICLE IV. STANDING COMMITTEES

4.0 General Operating Procedures for Committees

General operating procedures for faculty governance committees are provided in Appendix A and should be followed unless they are in conflict with specific instructions and requirements detailed in this Article.

All terms shall begin on July 1 and end on June 30 unless otherwise stated and approved by the dean.

If non-voting faculty members are appointed to a standing committee for a specific purpose, the appointment is considered temporary and the term is limited to the duration of the specific purpose or to one year, whichever is shorter.

4.1 Executive Committee

4.1.1 Membership

The executive committee shall consist of the dean, all vice deans, all senior associate and associate deans, all department chairs, and chairs of the following standing committees: curriculum oversight, research, faculty appointments, promotion, and tenure.

4.1.2 Duties

The major responsibility of the executive committee shall be to conduct the day-to-day business of the Kirk Kerkorian School of Medicine faculty. This function shall include but not be limited to the following:

- 4.1.2.1 Advise the dean on matters concerning the welfare and function of the school of medicine;
- 4.1.2.2 Receive and consider reports of the standing committees;
- 4.1.2.3 Recommend to the dean names of faculty members and qualified individuals from outside the Kirk Kerkorian School of Medicine who might serve on ad hoc committees; and
- 4.1.2.4 Receive from the dean the report of the review of each academic department (including a summary of the recommendations and actions taken), which shall be done at least every five years.

4.1.3 Meetings

Meetings of the executive committee shall be held at least every quarter with the agenda for such meetings being prepared by the dean in consultation with the vice deans. Additionally, items may be placed on a meeting agenda at the request of any three members of the executive committee.

4.2 Admissions Committee

4.2.1 Membership

The admissions committee is structured to represent the school of medicine academic faculty, members of the community, and students.

The associate dean for student affairs and admissions will serve as chair of the admissions committee. The associate dean for diversity, equity, and inclusion will serve as a vice chair. This is an ex-officio role with no voting rights. The director of admissions will also serve on the committee in an ex-officio role with no voting rights. The chair may appoint an additional vice chair to the committee, who will have no voting rights.

Eight to twelve faculty members will be appointed by the dean of the school of medicine from a pool of faculty who are nominated and/or interested in serving on the committee. These individuals will be gathered by the school's nomination committee and presented to the dean. Faculty may be assigned a three-year term.

Four community members will be appointed by the dean of the school of medicine from a pool of interested individuals. Community members may be assigned to a three-year term.

Four medical students, two from the second year of study (M2) and two from the third year of study (M3), will be nominated by their peers to serve from a pool of interested individuals who self-nominate through the office of student affairs during student election periods.

Faculty, community, and student members of the committee will carry voting rights and will serve from July 1 through June 31 of each year of the appointment.

Faculty and community members should serve only two successive terms but may be approved by the dean to serve again.

Medical student members should serve only one term but may be voted by their peers to serve a second term.

The policy on student selection outlines conflict of interest issues and the guidelines for a member to recuse themselves. If a faculty or community member must sit out for a year due to a conflict of interest, their assigned appointment end date will be adjusted to allow them to fulfill the appointment of three or four years of service. A one-year appointment of another faculty or community member will be made by the dean to complete that cycle's committee membership.

4.2.2 Duties

This committee has the authority and responsibility for the development, implementation, and maintenance/amendment of admissions policies for the school of medicine. The final responsibility for accepting students to the Doctor of Medicine degree program rests with the admissions committee.

4.2.2.1 The committee will identify pre-medical prerequisite coursework.

4.2.2.2 The committee will collaborate with admissions administration to set standards for the initial and secondary review of applications as well as review all

applicants who are invited to interview and will make the final decision concerning each applicant.

- 4.2.2.3 The committee may be broken into subcommittees typically comprised of two to three faculty members, one community member, and one student to review randomized batches of applicants in order to support comprehensive and holistic review of applicants. Subcommittees will present applicants to the full committee for discussion and responsibility of the admissions decision.

4.2.3 Meetings

Meetings of the admissions committee will take place from September through April of each year.

- 4.2.3.1 Nine members, of whom seven must be faculty and one must be a student, shall constitute a quorum.
- 4.2.3.2 The first meeting and the last meeting of a cycle/appointment year will be considered business meetings and will serve as periods for the committee to review relevant policies, procedures, and other admissions related operations.

4.3 Medical Student Progress Committees

4.3.1. Membership

The medical student progress committees are structured to represent academic faculty of the Kirk Kerkorian School of Medicine in matters related to student progress in the MD program, including evaluation, promotion, discipline, and graduation. The medical student progress committees shall consist of the following:

1. Phase 1 medical student progress committee
2. Phases 2/3 medical student progress committee
3. Executive medical student progress committee

4.3.1.1 Phase 1 Medical Student Progress Committee

The phase 1 medical student progress committee (P1-MSPC) is structured to represent academic faculty in phase 1 of the MD curriculum. Specified phase 1 course directors serve as voting members of the committee. The membership includes:

- Director of problem-based learning (PBL)
- Director of biomedical science
- Director of foundations of clinical practice (FCP)
- Director of analytics in medicine (AIM)
- Director of population health and Nevada community service (NCS)
- Director of medical student research
- Up to two basic science course directors or basic science faculty may be appointed by the assistant dean for biomedical science to serve on the committee

The chair of the phase 1 committee is the assistant dean for biomedical sciences, who serves as a non-voting and ex-officio member to the committee.

If the assistant dean for biomedical sciences also serves as one of the specified course directors, the assistant dean role is considered primary, meaning that the assistant dean does not get a vote. The director for student affairs, the Kirk Kerkorian School of Medicine registrar, and the coordinator for academic support services serve as ex-officio, non-voting members. The registrar keeps minutes of all P1-MSPC meetings and provides administrative support as well as record keeping functions for the committee.

4.3.1.2 Phases 2/3 Medical Student Progress Committee

The phases 2/3 medical student progress committee (P2/3-MSPC) is structured to represent academic faculty in phases 2 and 3 of the MD curriculum. All phase 2 clerkship directors and one (1) phase 3 course director serve as voting members of the committee. The phase 3 voting members are selected by the vice dean for academic affairs & education and serve three-year terms. The chair of the P2/3-MSPC is selected by the voting members of the committee and serves a one-year term. The assistant dean for clinical education, the director for student affairs, the Kirk Kerkorian School of Medicine registrar, and the coordinator for academic support services serve as ex officio, non-voting members. The registrar keeps minutes of all P2/3-MSPC meetings.

4.3.1.3 Executive Medical Student Progress Committee

The executive medical student progress committee (EMSPC) is structured to represent all academic faculty of the MD program. The vice dean for academic affairs & education serves as the chair and a voting member of the EMSPC. Five (5) additional voting members are appointed by the dean of the school of medicine in consultation with the faculty affairs department and the vice dean for academic affairs & education. The associate dean for student affairs & admissions serves as an ex-officio non-voting member. The associate dean for student affairs & admissions keeps minutes of all EMSPC meetings.

4.3.2 Scope of Authority and Duties

All three committees overseeing medical student progress bear the responsibility to ensure that medical students meet the academic, professionalism, and technical standards of the MD program.

4.3.2.1 Phase Committees

The phase 1 and phases 2/3 medical student progress committees are charged with evaluating and making recommendations concerning medical student progress, including promotion, remediation, probation, leaves of absence, expanded curriculum plans, suspension, dismissal, and graduation. Both phase committees identify and recommend for promotion those students who have satisfactorily completed all phase requirements.

4.3.2.2 Executive Medical Student Progress Committee

The EMSPC has the responsibility and authority to hear any and all student appeals regarding adverse recommendations made by the phase committees. This includes but is not limited to recommendations for remediation, probation,

non-voluntary leaves of absence, suspension, and dismissal. The EMSPC identifies and recommends to the dean for graduation those students who have satisfactorily completed all graduation requirements.

4.3.2.3 Conflict of Interest

Members must recuse themselves from discussion and voting on any student issue they identify may cause a conflict of interest. They should notify the chair as soon as possible once they identify the possible conflict of interest. The committee will provide guidelines for what is considered to be a conflict of interest that disqualifies a member from voting.

4.3.2.4 Continuous Quality Improvement

For the purpose of continuous quality improvement, the phase committees and executive MSPC will annually provide the vice dean for academic affairs & education and the associate dean for student affairs & admissions observations and recommendations concerning admission requirements and student progress standards.

4.3.3 Selection and Terms of Service

4.3.3.1 Phase Committees

Voting and ex-officio, non-voting members of the phase committees are appointed by virtue of their roles in the MD program. In addition to specified course directors being members, the assistant dean for biomedical science may appoint up to two basic science course directors or basic science faculty members to be voting members of the committee. These appointments will be made to ensure equity and inclusion on the committee. There are no term limits for phase committee members.

4.3.3.2 Executive Medical Student Progress Committee

The vice dean for academic affairs & education serves as the chair and a voting member of the EMSPC. Five (5) additional voting members are appointed by the dean of the school of medicine in consultation with the faculty affairs department and the vice dean for academic affairs and education.

4.3.3.2.1 With the exception of the chair, the term of service for voting members is four (4) years. Voting members are limited to two successive terms (8 years) and must be off the committee for at least three (3) years before they are again eligible to serve on the EMSPC.

4.3.3.2.2 The chair and ex-officio, non-voting members of the EMSPC are appointed by virtue of their roles in the MD program and do not have term limits.

4.3.4 Meetings

4.3.4.1 Scheduling

Committee meetings occur throughout the year as required.

4.3.4.2 Quorum

Official meetings can only be held when a quorum is achieved.

4.3.4.2.1 For phase committee meetings, the presence of 50% plus one (1) voting members constitutes a quorum.

4.3.4.2.2 For EMSPC meetings, the presence of the chair and three (3) additional voting members constitutes a quorum.

4.4 Curriculum Oversight Committee

4.4.1 Membership

4.4.1.1 Voting membership of the curriculum oversight committee consists of fifteen teaching faculty and two medical students, one M1 and one M2. Nine of the faculty members are elected by the faculty-at-large, six are appointed by the dean. The students are elected by their respective classes and must be in good academic standing to serve.

4.4.1.2 The nine elected faculty will have three-year terms. This will initially be determined by lottery and allocated as follows: three with three-year terms, three with two-year terms, three with one-year terms. The six appointed faculty will serve one-year terms. The students will each serve one-year terms.

4.4.1.3 Elected members who leave the committee will be replaced by election. Appointed members who leave the committee will be replaced by appointment.

4.4.1.4 Course/clerkship directors are eligible to serve on the committee. Department chairs are not eligible to serve on the committee.

4.4.1.5 Elected faculty members may serve a maximum of eight consecutive years on the committee by any combination of elected and/or appointed terms. An elected term will be truncated if necessary to conform to the eight-year limit. A faculty member who reaches the eight-year limit must be off the committee for a minimum of three years before being eligible to serve again. The M1 student is eligible to be re-elected once.

4.4.1.6 A voting faculty member will be elected by the committee to serve as chair. This election will be held each year after new voting members have joined the committee.

4.4.1.7 Non-voting, ex-officio membership of the curriculum oversight committee consists of the vice dean for academic affairs and education, senior representatives (i.e. deans or directors) for the following: biomedical science education, clinical education, community engagement, curriculum, educational outcomes and assessment, and student affairs and admissions.

4.4.2 Duties

- 4.4.2.1 The curriculum oversight committee is structured to promote robust faculty involvement in the design, implementation, and evolution of the school of medicine's curriculum. It has the authority and accountability for oversight of the design of the curriculum, including competencies, learning objectives, curriculum implementation, setting standards of achievement, and evaluation procedures for the entire four-year curriculum. The committee has responsibility for the curriculum improvement process.
- 4.4.2.2 The committee is charged with developing and implementing the process for continuous oversight and evaluation of the curriculum to assure that it is coherent, coordinated, integrated, and in compliance with Liaison Committee on Medical Education (LCME) standards. This includes oversight of curricular content, learning objectives, pedagogies, assessments, and all pertinent outcomes. It may initiate additional curriculum development activities as needed, for example, in response to changing LCME requirements.
- 4.4.2.3 The curriculum oversight committee will have four internal working groups in the following areas: (1) basic sciences, (2) clinical education, (3) community engagement, and (4) LCME compliance. The charges of the working groups are as follows:
 - 4.4.2.3.1 Basic sciences working group – assure the principles of the sciences basic to medicine are appropriately represented and coordinated throughout the curriculum.
 - 4.4.2.3.2 Clinical education working group – assure the principles of clinical practice are appropriately represented and coordinated throughout the curriculum.
 - 4.4.2.3.3 Community engagement working group – assure the principles of community service, the social determinants of health and disease, health disparities, and hospitality are appropriately represented and coordinated throughout the curriculum.
 - 4.4.2.3.4 LCME compliance working group – assure the planning and implementation of the curriculum is aligned with each pertinent LCME standard.
- 4.4.2.4 Course/clerkship directors may not serve on a working group where a significant conflict of interest exists. Voting members must likewise recuse themselves from committee matters where a significant conflict of interest exists.
- 4.4.2.5 The Curriculum Oversight Committee is responsible for developing mechanism(s) to allow the submission of agenda items, as well as making this submission process known to constituents within the school of medicine.

4.4.3 Meetings

- 4.4.3.1 Nine members will constitute a quorum.
- 4.4.3.2 The curriculum oversight committee will meet monthly. Ex-officio members will have standing invitations to alternating meetings.
- 4.4.3.3 When ex-officio members are not present at a meeting, the chair will be responsible for communicating committee actions in writing to the vice dean for academic affairs and education.

4.5 Research Committee

The charge of the research committee is to create liaison across the UNLV community to facilitate research activity and to review and provide feedback on research activities, issues, proposals, and potential funding opportunities within the Kirk Kerkorian School of Medicine office of research. The committee shall be charged with the development of the strategic plan for research efforts and recommend to the dean allocation of research funds which have been placed at the dean's disposal.

4.5.1 Membership

The research committee will consist of seven faculty members. Five members will be nominated and elected from the full-time faculty at large and two members will be appointed by the dean to ensure appropriate diversity on the committee. The chair of the research committee will be a faculty member appointed by the dean and will serve a two-year term. The assistant dean for research will be non-voting and ex-officio to the committee.

4.5.2 Duties

In addition to the charge, the committee has the authority and responsibility for the design and implementation, and review of research policies for the school of medicine.

4.5.3 Meetings

The committee shall meet quarterly and as required.

- 4.5.3.1 Four members shall constitute a quorum.

4.6 Faculty Appointments, Promotion, and Tenure Committee

4.6.1 Membership

Faculty appointments, promotion, and tenure committee will consist of seven faculty. Five members will be nominated and elected from the full-time faculty at large and two members will be appointed by the dean to ensure appropriate diversity on the committee. The chair of the faculty appointments promotions and tenure committee will be a committee member appointed by the dean and will serve a three-year term. The senior associate dean for faculty affairs will be non-voting and ex-officio member to the committee. Members of the committee shall be at the rank of associate professor or professor and shall review and make recommendations regarding tenure for those individuals in the tenure-track, and promotion for those in the tenure or non-tenure tracks.

4.6.2 Duties

- 4.6.2.1 The committee shall review and make recommendations regarding those individuals considered for appointment at associate or professor level and promotion at the same levels.
- 4.6.2.2 The committee shall make recommendations regarding policies and procedures to be used to evaluate individuals considered for promotion and/or tenure and shall forward these recommendations to the dean for action.

4.6.3 Meetings

The committee shall meet prior to the promotion and tenure review period and as required.

- 4.6.3.1 Four members shall constitute a quorum.

4.7 Graduate Medical Education Committee [GMEC]

4.7.1 Membership

The GMEC shall include at least the following voting members: the associate dean for graduate medical education who shall be the designated institutional official (DIO); all program directors from its Accreditation Council for Graduate Medical Education (ACGME)-accredited programs will serve on the committee for the time they serve in their program director roles; a minimum of two peer selected residents/fellows; and a quality improvement/safety officer or their designee.

4.7.2 Duties

4.7.2.1 GMEC responsibilities must include oversight of:

- a) The ACGME accreditation status of the Kirk Kerkorian School of Medicine and its ACGME-accredited programs;
- b) The quality of the GME learning and working environment within the school of medicine, its ACGME-accredited programs, and its participating sites;
- c) The quality of educational experiences in each ACGME accredited program that lead to measurable achievement of educational outcomes as identified in the ACGME common and specialty/subspecialty-specific program requirements;
- d) The ACGME-accredited programs' annual evaluation and improvement activities; and,
- e) All processes related to reductions and closures of individual ACGME-accredited programs, major participating sites, and the school of medicine.

4.7.2.2 Review and approval of:

- a) Institutional GME policies and procedures;
- b) Annual recommendations to the Kirk Kerkorian School of Medicine administration regarding resident/fellow stipends and benefits;
- c) Applications for ACGME accreditation of new programs;
- d) Requests for permanent changes in resident/fellow complement;

- e) Major changes in ACGME-accredited programs' structure or duration of education;
- f) Additions and deletions of ACGME-accredited programs' participating sites;
- g) Appointment of new program directors;
- h) Progress reports requested by a review committee;
- i) Responses to clinical learning environment review (CLER) reports;
- j) Requests for exceptions to duty hour requirements; and
- k) Voluntary withdrawal of ACGME program accreditation, requests for appeal of an adverse action by a review committee, and appeal presentations to an ACGME Appeals Panel.

4.7.2.3 The GMEC must demonstrate effective oversight of the school of medicine's Institutional ACGME accreditation through an annual institutional review (AIR).

4.7.2.4 The GMEC must identify institutional performance indicators for the AIR that includes:

- a) Results of the most recent institutional self-study visit;
- b) Results of ACGME surveys of residents/fellows and core faculty; and,
- c) Notification of ACGME-accredited programs' accreditation statuses and self-study visits.

4.7.2.5 The AIR must include monitoring procedures for action plans resulting from the review.

4.7.2.6 The DIO must submit a written annual executive summary of the AIR to the governing body.

4.7.2.7 The GMEC must demonstrate effective oversight of underperforming programs through a special review process that meets current ACGME requirements.

4.7.3 Meetings

Attendance: The GMEC must meet a minimum of twice per academic year.

4.7.3.1 Each meeting of the GMEC must include attendance by at least one resident/fellow member.

4.8 Peer Review Committee

Kirk Kerkorian School of Medicine peer review shall be in accordance with the UNLV Bylaws, Chapter III, Section 8. The peer review procedure is not automatic; rather it becomes operative only after the dean receives a written request for a peer review from the faculty member.

4.8.1 Membership

The membership of the committee shall be nine members, appointed by the dean, and up to three elected members from the faculty at large, and will not include department chairs. Each member selected shall be a Kirk Kerkorian School of Medicine faculty at the rank of associate professor or professor. The dean should endeavor to include representatives from

various areas of the school of medicine, including undergraduate medical education, graduate medical education, research, clinical, and compliance offices.

When a written request for peer review is received by the dean, the dean shall select members of the peer review committee from the appropriate pool of elected members.

To avoid conflicts of interest, faculty from the same department or faculty who have personal or professional ties to the faculty member seeking peer review, may not serve on the peer review committee. Tenure-track faculty members (those who are on a tenure-track but not yet tenured) are not eligible to serve on Kirk Kerkorian School of Medicine peer review committees.

The chair of the peer review committee will be elected by the members of the committee.

4.8.2 Meetings

The senior associate dean for faculty affairs shall call the first meeting of the peer review committee and inform committee members of the process and to elect a committee chairperson.

4.8.3 Merit Committee (only formed in years of merit eligibility)

The merit committee shall consist of five faculty members appointed by the Kirk Kerkorian School of Medicine dean. Appointments are for a period of three years. The chair of the committee will be selected among the elected members on a yearly basis. The committee shall be responsible for the determination of the minimum standards for satisfactory and meritorious performance in teaching, research, clinical and service. The committee shall meet only in years of merit eligibility. At that point, the committee will meet after annual evaluations have been completed and turned into the dean of the school of medicine.

4.9 Conflict of Interest Committee/Work Group

4.9.1 Membership

At the beginning of each academic year, the dean shall call for the election of committee members. The committee shall be nine members, appointed by the dean, and up to three elected members from the faculty at large, and will not include department chairs. The dean should endeavor to include representatives from various areas of the school of medicine, including undergraduate medical education, graduate medical education, research, clinical, and compliance offices. In addition, a senior representative from the offices of the senior associate dean for administration and finance, vice dean for clinical affairs, and director of compliance will serve as members to the committee.

4.9.2 Duties

The Kirk Kerkorian School of Medicine conflict of interest (COI) committee is responsible for defining, identifying, and evaluating potential conflicts of interest related to private commercial interests such as pharmaceutical companies, medical supply companies and biomedical technology in their interactions with UNLV med faculty, students, residents, and staff in associated clinical facilities. The committee's activity is limited to the Kirk Kerkorian School of Medicine COI policy, but is aligned with UNLV's COI policy. The UNLV COI committee and COI designated official oversee UNLV COI policy and COI management plans related to UNLV policy.

The Kirk Kerkorian School of Medicine COI committee acts to review, approve, or deny requests for exceptions to Kirk Kerkorian School of Medicine COI policy and helps to disseminate information to inform and educate the Kirk Kerkorian School of Medicine community about COI. The committee reviews and revises the school of medicine COI policy annually, for approval by the Kirk Kerkorian School of Medicine executive committee.

4.9.3 Meeting and Voting Procedures

The committee shall meet no less than twice a year. Voting may occur in person or electronically. A majority vote of the entire committee is required for approval of COI exemption requests, policy revisions, and related matters.

4.10 Nomination Committee

4.10.1 Membership

At the beginning of each academic year, the dean shall call for the election of committee members. The membership of the committee shall be four (4) members appointed by the dean, and up to three elected members from the faculty at large. The dean should endeavor to include representatives from various areas of the school of medicine, including undergraduate medical education, graduate medical education, research, and compliance offices.

4.10.2 Duties

The Kirk Kerkorian School of Medicine nomination committee shall publicize, solicit, and submit the names of all qualified candidates for vacant positions on school of medicine committees.

4.11 Diversity and Inclusion Committee

4.11.1 Membership

The membership shall consist of the associate dean for diversity and inclusion, director of office of diversity and inclusion, a representative from: the admissions office, the student affairs office, the faculty affairs department, Kirk Kerkorian School of Medicine Human Resources (HR) Department, two delegates-at-large elected each academic year from and by the Kirk Kerkorian School of Medicine academic faculty by the previously mentioned members, and two student body representatives in good standing, who are nominated or can self-nominate and are elected by their class members.

4.11.1.1 Additional non-voting members will be selected from the community as representatives of the social, cultural, and economic groups we have determined to target in our faculty and student recruitment to form an external advisory committee. Their role will be to assist the committee in better understanding the needs of the community and effectively reaching out to and building relationships with the local community.

4.11.2 Duties

4.11.2.1 The major responsibility of the diversity and inclusion committee shall be to discuss programs and policies necessary to meet the school of medicine's diversity and inclusion goals. The diversity and inclusion committee will review

new and existing programs and policies based on feedback and data collected from faculty and other offices within the institution in order to ensure continuous improvement.

4.11.2.2 The diversity and inclusion committee shall provide an annual report of activities and outcome data related to the school of medicine's stated diversity and inclusion goals.

4.11.2.3 The committee will provide oversight to ensure the school of medicine is prepared for each LCME site visit and meets all diversity and inclusion requirements through full accreditation and beyond.

4.11.3 Meetings

Meetings of the diversity and inclusion committee shall be held at least every quarter with the agenda for such meetings being prepared by the director of the office of diversity and inclusion. Additionally, items may be placed on a meeting agenda at the request of any members of the diversity and inclusion committee.

4.12 Continuing Medical Education (CME) Advisory Committee

4.12.1 Membership

Continuing medical education (CME) advisory committee will consist of five faculty members. Appointments to the committee will be made by the senior associate dean for faculty affairs and will be made each summer for a two-year term.

The chair of the continuing medical education committee will be the faculty member appointed to serve in the position of assistant dean of CME and shall serve a two-year term. The senior associate dean of faculty affairs and/or their designee(s) will be non-voting and ex officio(s) to the committee.

4.12.2 Duties

4.12.2.1 The committee is a policy committee of the school that reviews, advises, and makes policy recommendations on matters related to the school's continuing medical education program. The committee shall promote policies that assure the continuing medical education activities meet or exceed the Standards of the Accreditation Council for Continuing Medical Education (ACCME).

4.12.2.2 Application review subcommittee: The committee elects two members to serve with the assistant dean for CME or their designee to review all continuing medical education applications, final activity budgets, and evaluation summaries. The subcommittee serves a one-year term and meets every other month on opposite months from the committee. The subcommittee documents its activities and submits minutes to the committee. Problems are referred to the full committee for review and action.

4.12.3 Meetings

The committee shall meet every other month as necessary to make timely recommendations regarding CME matters affecting the school.

Four members shall constitute a quorum.

ARTICLE V. AMENDING THE BYLAWS

Proposed amendments to the Kirk Kerkorian School of Medicine Bylaws will be presented to the Kirk Kerkorian School of Medicine faculty along with notification of the time and place of a meeting for the purpose of discussing the bylaw amendments. These will be distributed to all voting faculty at least two weeks prior to the meeting date. The notification will include a summary of the proposed changes.

Voting on the proposed amendments will be accomplished by electronic ballot with passage requiring a vote of greater than 50% of those eligible faculty members who participated in the vote. The faculty vote will be delivered to the executive committee who will vote on the recommended changes. Voting on the proposed amendments will be accomplished by electronic ballot with passage requiring a vote of greater than 50% of those eligible committee members who participated in the vote. The executive committee vote will be delivered to the dean of the school of medicine. The dean's vote and the faculty and executive committee votes will be forwarded to the vice provost for faculty affairs for review. The bylaws are then submitted to the EVPP who will provide a recommendation to the president who provides a final decision.

ARTICLE VI. EFFECTIVENESS

These bylaws, and any amendments thereto, become effective upon the UNLV president's approval.

ARTICLE VII. PARLIAMENTARY AUTHORITY

The parliamentary authority for the Kirk Kerkorian School of Medicine faculty, the executive committee and all other committees shall be Robert's Rules of Order, most recent edition, except where this authority is not consistent with NSHE Board of Regents Handbook, UNLV Bylaws and Policies. All meetings of the faculty and its committee shall be open to the Kirk Kerkorian School of Medicine faculty and medical students except where otherwise specified in the bylaws or when the chair of the committee declares the meetings to be in executive session.

ARTICLE VIII. DUTIES OF THE SCHOOL OF MEDICINE DEAN

The dean of the Kirk Kerkorian School of Medicine at UNLV shall be its chief executive officer, whose appointment, duties, and authority shall be keeping with the rules and regulations of the University and the Nevada System for Higher Education. The dean shall administer the affairs of the school of medicine in consultation with the faculty of the school of medicine, by means of direct contact and through faculty committees.

Duties:

1. Lead and implement the school of medicine's strategic plan.
2. Recruit, appoint, and remove chairs and decanal administrators as necessary and after consultation with appropriate administrative channels.

3. Conduct periodic reviews of offices and units with regard to their respective goals, administration, and finances and make specific recommendations for improving performance.
4. Conduct annual reviews of chairs and decanal administrators.
5. Oversee a comprehensive development and philanthropic strategy.
6. Additional duties of the dean include:
 - a. Calling and presiding over meetings of the faculty of the school of medicine;
 - b. Advising the president of the university on any matter relevant to the school of medicine or university;
 - c. Making recommendations for faculty appointment, promotion, and tenure, and for faculty salary adjustments; and,
 - d. Preparing and transmitting periodic reports on the school of medicine to the chancellor and regents of the Nevada System of Higher Education.

The dean may delegate authority to administer the affairs of the school of medicine in consultation with the faculty of the school of medicine (additional executive position descriptions are provided upon request).

APPENDIX A: GENERAL OPERATING PROCEDURES

1. Unless otherwise specified, terms of office on standing committees shall be three years with terms staggered to provide for continuity of membership.
2. Unless otherwise specified, all chairs, chairs-elect, vice-chairs, and vice-chairs-elect of standing committees will serve one-year terms or until successors are duly chosen.
3. Each standing committee shall choose from its membership a chair and a vice-chair. The chair or vice-chair from the previous year shall call a meeting before the first day of August for this purpose. The succession of the vice-chair to the position of chair will either be confirmed; or in the alternative a new chair will be elected. A vice-chair will be elected with the intent that this individual will succeed to the position of chair in the following year.
4. During a given year of faculty governance (July 1 through the next June 30), a faculty member shall not be the chair of more than one of the standing committees represented on the executive committee.
5. The chair or vice-chair of each standing committee will submit the minutes from each meeting to the office of the dean. These minutes can only be requested through the office of the dean.
6. Unless otherwise specified, a simple majority of the members of each committee will be sufficient to conduct business.
7. The chair of each standing committee shall report any concerns about the attendance or performance of faculty members on the committee to the dean.
8. The chair of each standing committee shall submit a written annual report of the committee's activities by July 31 to the executive committee.
9. Unless otherwise stated, attendance to standing committees is restricted to the members of the committee.
10. Except as expressly stated, all committee members will have the right of voting on all matters of committee business.

Guidelines for Promotion for Non-Tenure Track

(Revised October 2022)

Definition

Clinician-educator is a non-tenure faculty track not specifically addressed in the Board of Regents or the Nevada System of Higher Education (NSHE) codes or handbook. Nevertheless, clinician-educators typically have teaching loads, clinical service, administrative obligations, and/or specialized assignments. In the case of the Kirk Kerkorian School of Medicine, clinician-educators typically have a heavy clinical practice component to their duties. Clinician-educators have earned terminal degrees and bring both experiential and academic credentials to their positions in the school of medicine. Clinician-educators contribute to both undergraduate and graduate medical education, serve on committees, and provide service in significant administrative positions.

Preamble

Decisions about the promotion of clinician-educators within the Kirk Kerkorian School of Medicine are guided by three basic principles:

- The candidate's performance in the areas of clinical practice, teaching, administration/specialized assignments, scholarly work, and service will be evaluated primarily in terms of the significance of the work. Significant work is defined by its quality and impact.
- The candidate's responsibility to demonstrate the significance of their work by using these benchmarks or other direct evidence that clearly reveals its impact.
- Both internal and external sources of peer review will be used in all evaluative decisions to supplement and validate claims about the significance of the candidate's work.

In general, evaluations for promotion are based on the significance of clinical practice, teaching, administration/specialized assignments, scholarly work, and service.

Introduction

The full-time faculty member advances the mission of the department and Kirk Kerkorian School of Medicine by:

- Providing high-quality general and sub-specialty services in a manner consistent with patient expectations for timeliness and ease of access.
- Enhancing the management and efficiency of the clinical services.
- Teaching medical students, residents, and fellows through didactic and clinical education.
- Providing advances in medicine and medical education through scholarship.

- Demonstration of excellent collaboration and professional citizenship.
- Full-time clinician-educators have the title instructor, assistant professor, associate professor, or professor.

Appointment Criteria

Faculty in the full-time clinician-educator track are persons whose:

- Appointment is 0.5 FTE or greater.
- Primary responsibility is to provide direct clinical service.
- Clinical practice incorporates teaching, mentoring, and development of educational programs.

Entry level for faculty appointment on the clinician-educator track is usually at the assistant professor rank.

This track requires completion of formal training to meet medical board eligibility requirements when appropriate. Appointment packets must include at least three letters attesting to the professional skills and character of the candidate. At the time of new full-time clinical faculty appointments, the specific scope of responsibilities must be established. These responsibilities will be reviewed annually and form the basis for the clinical faculty appointment. Clinician-educator appointments are annual appointments for the academic year July 1 through June 30. Decisions regarding reappointment are made by March 31 of the first year and by December 31 each succeeding year.

The policy and expectation of the Kirk Kerkorian School of Medicine is that all faculty conduct themselves with professionalism, dignity, and respect in their interactions with patients, students, members of the public, and each other. Professionalism includes demonstration of excellence, integrity, inclusion, innovation, compassion, and humility.

Evaluation Criteria

Professionalism

Professionalism should be assessed annually by the department chair as part of the annual review process. A faculty member is rated as consistently meeting expectations by demonstrating:

- Respect for colleagues, trainees, patients, staff, and visitors.
- Sensitivity and responsiveness to others' culture, age, gender, and disabilities.
- Support for diversity, equity, and inclusion.
- Responsibility as a leader and positive role model.
- A commitment to working as a team member who is accountable to others, confronts unprofessional behavior, distributes finite resources fairly, and works constructively to support established operational goals.
- Adherence to laws and ethical codes related to the business of healthcare, including patient confidentiality, timely completion of medical records, and accurate professional fee billing.
- Commitment to improving quality of care, patient safety, and appropriate use of hospital resources.

- For faculty engaged in research: protection of human subjects and intellectual integrity and adherence to university research regulations.
- Appropriate management of conflicts of interest.

Clinical Care

At the time of the initial appointment as a clinician-educator, guidelines should be established that can be used for the evaluation of clinical service.

Clinical care will be evaluated across several domains. Data may not be available in each of the domains, and the chair will work to individualize clinical evaluation with each faculty member. The goal is for the faculty member to demonstrate excellence in aspects of patient care. The following areas will be reviewed to determine excellence in clinical care: clinical productivity, measures of quality of care, uniqueness of clinical services provided, and awards or recognition of clinical care provided.

- Clinical productivity - this includes measurable factors such as relative value units (RVUs).
- Number of clinic sessions, inpatient attending coverage, and surgeries and procedures.
- Quality measures - includes reported measures of quality such as Healthcare Effectiveness Data and Information Set (HEDIS) measure, patient surveys, etc.
- Uniqueness of service provided - services that are underserved in the area, procedural skills not available in the community, and being an active contributor to a center of excellence.
- Award and recognition for clinical care - awards internally and externally for clinical care, examples include top doctor awards and recognition by professional societies.

Clinical Evaluation

For promotion on this track, the faculty member will be evaluated with a focus on two main areas:

- Medical knowledge: problem-solving skills, evidence-based management of patients, and overall clinical skills.
- Professionalism: responsibility, compassion, and management of the psychosocial aspects of a patient's well-being.

The following evaluations will be reviewed for each faculty member: annual evaluations and trainee evaluations.

- Annual evaluation: The evaluation will review all the data in areas noted above i.e. clinical productivity, quality measures, assessing uniqueness of practice, and awards.
- Trainee evaluation: fellow, resident, and student evaluations in the domain of clinical care can be used to evaluate and support the application.

Teaching/Education Evaluations:

Inclusion of all formal evaluations of teaching and/or mentoring is the responsibility of each faculty member. Such assessments include, but are not limited to, the following:

- Teaching evaluations from students, residents, fellows, or other audiences, including practitioners participating in continuing medical education courses.
- Formal evaluations by persons who have been mentored, as well as evidence of the impact of the mentoring on the person's career.
- The teaching evaluations are evaluated at all levels of the promotion review cycle.

Teaching/Education Effectiveness

In order to achieve “excellence” in teaching effectiveness, significant contributions must be made in a clinical and/or non-clinical educational setting. There are many ways to accomplish this as suggested in the examples below. A “satisfactory” performance in teaching effectiveness involves participation in these types of activities without a major impact or demonstration of significant contributions.

Examples of significant contributions to teaching effectiveness specific to levels of appointment are:

- *Associate Professor*
 - Teaching evaluations from students, residents, fellows, and/or other audiences, including participants in continuing medical education courses, indicating a consistent record of effective teaching practices.
 - Teaching awards and nominations (greater impact given to national/regional/teaching society and university level, followed by school of medicine and departmental).
 - Innovative educational materials developed for students, residents and/or fellows, with greater significance given for peer-reviewed content.
 - Textbook, book chapter, or multiple peer-reviewed journal article authorship.
 - Course syllabi, including indication of significant course development or leadership roles, such as course director or course co-director.
 - Positive evaluations from attendees of multiple resident conferences, grand rounds, and/or medical student course presentations.
 - Documentation of long-term advising of multiple students, residents and/or fellows, including number and type of advisees and advisee outcomes.
- *Professor*
 - All of the criteria for associate professor.
 - Invited/accepted presentations at international/national/regional educational conferences.
 - Participation in other instruction or mentoring activities: community outreach and engagement, directed student learning such as supervision of student practicum and/or serving on graduate thesis committee, postdoctoral fellow/research associate supervision, multiple instances of mentoring student/resident/fellow projects, or serving as faculty advisor of a medical student interest group.
 - A consistent track record of mentorship of junior faculty.

Administration

Administrative responsibilities and professional service may be focused in an affiliated hospital; the department; Kirk Kerkorian School of Medicine or university; or other.

Evaluation of the faculty member's performance occurs at the time of promotion (in the form

of letters of support), and is based on expectations and goals set annually by the faculty member and the person(s) supervising the faculty member in these administrative activities. Significant administrative roles are not required for faculty. However, these will be taken into consideration at the time of promotion.

Indicators of quality and significance may include (but are not limited to) the following factors:

- Nature of the specialized assignment (e.g., medical executive committee member, chair of department or division for Kirk Kerkorian School of Medicine or hospital).
- Curriculum/program development and/or involvement in accreditation.
- Key administrative/specialized role within the candidate's unit beyond the normal expectations of academic faculty (e.g., fiscal responsibility, course director, program director/associate program director).
- External awards or recognition of distinguished administration/specialized activities from honorary, learned, and/or professional societies.
- Internal awards for excellence - university awards are given the most weight followed by college awards and then departmental awards.
- Contributions to an administrative role in Kirk Kerkorian School of Medicine beyond the normal expectations of the appointment (e.g., sitting on or chairing committees).
- Advisory roles within the university (e.g., sitting on or chairing university committees).

Professional Service

Service activities are evaluated by the role, initiation, and accomplishments of the faculty member on committees, in projects, and in groups. Level of contribution is based on the significance of the activity.

Indicators of quality and significance may include (but are not limited to) the following factors:

- External awards of distinguished service from honorary, learned, and/or professional societies.
- Internal awards for excellence in service - university awards are given the most weight followed by the school of medicine and then departmental awards.
- University-based service activities:
 - Major administrative appointments (e.g., course coordinator, program/associate program directors).
 - Chairing university, school of medicine, and departmental committees.
 - Active participation as a member of multiple committees at all levels (i.e., university, school of medicine, and departmental).
 - Individual service initiatives that benefit the university (e.g., writing accreditation reports, advisor, or coordinator of student service organizations).
- Hospital/clinical-based service activities:
 - Active participation in practice plan or affiliated hospital committee work.
 - Establishing, implementing, and/or directing clinical programs.
 - Active participation in quality improvement programs.
 - Awards for service, patient satisfaction, and new initiatives.

- Professional service activities:
 - Membership on editorial boards and other review bodies.
 - Reviews of textbooks and manuscripts for professional journals.
 - Organization of professional conferences.
 - Elected positions or appointments to leadership positions/committees in professional organizations.
 - Individual service initiatives that benefit the profession (e.g., workshop coordinators, site coordinator, web-based development).
- Community service activities:
 - Appointments to leadership positions within community-based organizations.
 - Active participation in multiple collaborative partnerships between the University and community organizations.
 - Individual community service initiatives that align with the mission of Kirk Kerkorian School of Medicine (e.g., service training, outreach).
 - Member of a governmental or private advisory committee.

Research/Scholarly Activity

Objective evidence of research/scholarship is required at the time of promotion. Indicators of quality and significance should include (but are not limited to) the following factors:

- Clinical research (clinical trials, investigator-initiated trials, and grant funded trials).
- Publication of peer-reviewed scholarly work (case reports, review articles, research monographs, original research articles, and book chapters).
- Submission of abstracts and presentation of posters at local, regional, national and/or international conferences.
- Election to prestigious national organizations that recognize excellence in research.
- Research awards/honors granted by professional societies, government agencies, and/or industry.
- Patents and other developments of a significant scientific nature.
- Medical/healthcare education (e.g., development and implementation of curriculum, teaching strategies, testing methods and quality improvement initiatives).
- Program development in medicine or medical/healthcare education, which should be published whenever possible.
- First or senior author publications including textbook, book chapter, or multiple peer reviewed journal articles.
- Grant funding and/or submitted grants that help support the school's teaching, scholarship, or service missions.

Other

- Self-assessments as part of the promotion packet. The faculty members describe the following:
 - Clinical care (if applicable): Their clinical responsibilities, programs developed, and their relationship to their teaching, scholarly, and administrative roles (if applicable).
 - Teaching: Their teaching/mentoring philosophy and teaching/mentoring responsibilities and goals.

- Scholarly activities: The focus of their scholarly activities and the relationship of their scholarly activities to their clinical care and teaching.
- Service: service to community, department, school of medicine, university, and/or professional societies.
- Administration (if applicable): Their administrative responsibilities, including goals and achievements.

Promotion Criteria for Clinician-Educators

Although it is typical for individuals to be in rank at least five (5) years prior to seeking a promotion, time in rank alone is not sufficient for promotion. Promotion criteria are based on the quality and quantity of an individual's substantive, documented contributions that support the mission of the Kirk Kerkorian School of Medicine and relevant department. It is the responsibility of the candidate to explain the significance of their contributions and to substantiate a basis for promotion.

Criteria for Promotion to Associate Professor/Professor

Distinctions between excellent and satisfactory performance within the Kirk Kerkorian School of Medicine are based on the quality, quantity, and impact of the work. For decisions regarding promotion to associate professor, the specific benchmarks for "excellent" and "satisfactory" performance in the areas of clinical practice, teaching, administration/specialized assignments, and service are summarized in the following section. At a minimum, clinician-educators should meet the "excellent" benchmarks in either clinical practice, teaching, or administration/specialized assignments, as well as the "satisfactory" benchmarks for the other criteria. A rating of "commendable" represents performance that falls between the benchmarks for satisfactory and excellent. A candidate's specific contractual duties may combine clinical practice, teaching, and administration/specialized assignment to a level in which it is challenging to distinguish between the categories. In these cases, it is the candidate's responsibility to make the argument for an "excellent" ranking.

Summary of Key Criteria for Appointment and Promotion:

- ***Key criteria for appointment and promotion to Associate Professor***
 - Meets expectations for professionalism and behavior that is consistent with the values of the school of medicine.
 - Board certified or eligible in their respective specialty and subspecialty (if applicable).
 - Excellence in clinical care (if applicable).
 - Excellence in teaching.
 - Administrative accomplishments when administration is a substantive part of the faculty member's role.
 - Consistent record of scholarly contributions is required. This rank is reserved for those who have made high quality contributions, including scholarly contributions, typically in the areas of medicine and medical education.

- ***Key criteria for appointment and promotion to Professor***
 - Meets expectations for professionalism and behavior that is consistent with the values of the school of medicine.
 - Board certified in their respective specialty and subspecialty (if applicable).

- Excellence in clinical care (if applicable).
- Excellence in teaching.
- Administrative accomplishments when administration is a substantive part of the faculty member's role.
- Consistent record of scholarly contributions is required over and above that required for the rank of Associate Professor. This rank is reserved for those who have made high quality contributions, including scholarly contributions, typically in the areas of medicine and medical education.
- Documented leadership reputation at a local, regional, and national level.
- Demonstrated excellence in mentorship within Kirk Kerkorian School of Medicine including mentorship of junior faculty.

Promotion Process

Clinician-Educator (Non-Tenure) Track

A department may initiate the promotion process once the department's promotions standards document has been approved by the faculty appointment promotion and tenure (FAPT) committee and the dean.

Steps for Application

1. Promotion packet is presented to the department promotions committee. Packet includes:
 - Updated applicant curriculum vitae (CV).
 - Letters from outside reviewers (four). Outside reviewers should be provided the candidate's CV and supporting documents (e.g., evaluations, publications, awards, education contributions). Criteria for selection of outside reviewers is consistent with that of UNLV.
 - Completed application packet.
2. Based on the departmental criteria for rank, the committee of peers evaluates the candidate's application and makes a recommendation to the department chair.
3. Based on the departmental criteria for rank, the chair makes a recommendation to the FAPT.
4. Based on the Kirk Kerkorian School of Medicine and departmental criteria for rank, FAPT makes a recommendation to the dean.
5. Based on the FAPT recommendation, the dean makes a recommendation to the provost.
6. The provost makes a final decision on promotion.
7. Candidates are notified of a final decision by the provost.

Template for Application - In Accordance With Interfolio Dossier

1. Opening statement: Please provide an overview of your contributions in teaching, scholarship, and service over the evaluation period. Feel free to highlight any facts that are particularly noteworthy.
2. CV: A current CV detailing your entire academic career. Some of the information requested below may be repeated from your CV.
3. Annual evaluations: A copy of each of your annual evaluations for the past five years.
4. Honors and awards: A listing of any honors/awards received as well as a short description of the honor/award.
5. Demonstration of teaching and education:
 - a. Indicate percentage of effort dedicated to teaching and education.
 - b. Opening statement summarizing contributions to teaching effectiveness and education.
 - c. Evidence of effectiveness (e.g., teaching evaluations, courses developed, curriculum contributions).
6. Demonstration of scholarship:
 - a. Indicate percentage of effort dedicated to research and scholarly work.
 - b. Opening statement summarizing scholarship.
 - c. Evidence of scholarship (e.g., published papers, presentation, clinical trials, grants).
7. Demonstration of clinical service:
 - a. Indicate percentage of effort dedicated to clinical service.
 - b. Opening statement summarizing clinical effectiveness.
 - c. Evidence of clinical effectiveness (e.g., clinical productivity, CMEs, certifications).
8. Demonstration of professional service:
 - a. Indicate percentage of effort dedicated to professional service.
 - b. Opening statement summarizing service contributions.
 - c. Evidence of effectiveness (e.g., national associations, organizations, committees)
9. Additional areas of contribution:
 - a. Indicate percentage of effort dedicated to other areas of contribution (if applicable).
 - b. Opening statement summarizing contributions.
 - c. Evidence of effectiveness.
10. Appendix: including specific examples of contribution (e.g., publications)

Template for Evaluators (e.g., Chair)

1. Opening statement: An overview of teaching, scholarship, and clinical and professional service over the evaluation period. Include the contractual percentages of faculty member's contributions (e.g., 10% teaching, 10% scholarship, 5% professional service, 75% clinical). Highlight any facts that are particularly noteworthy.
2. Summary of teaching and education.
3. Summary of scholarship.
4. Summary of clinical service.
5. Summary of professional service.
6. Overall summary and recommendations.