



# Faculty Handbook

VERSION 2019 02

Dear UNLV School of Medicine Colleagues,

I couldn't be more delighted that you joined our team of excellence and innovation. Welcome!

This handbook is intended to be used as a policy manual, not simply as an informational text. As you are aware, Nevada Revised Statutes, the Nevada System of Higher Education and the University of Nevada, Las Vegas policies and regulations affect the professional activities of the School of Medicine. For that reason, we have cited those regulations as appropriate in relation to our own policies and procedures. We have also provided other information that we believe you will find useful.

All appointments to the faculty are governed by these policies and procedures, in addition to other applicable policies and procedures, rules and regulations of the University of Nevada, Las Vegas and the Nevada System of Higher Education.

In order to address the needs of our School of Medicine, this Handbook will be updated annually by the Handbook Review Committee. The initial handbook was submitted to the Faculty Appointments and Tenure and Promotion Committee in the Fall of 2016 for review.

The most current version of the handbook may always be found on-line at the Faculty Affairs Resource Drive.

Please direct any questions or suggestions to the Associate Dean for Faculty Affairs, Dr. Mark Guadagnoli ([mark.guadagnoli@unlv.edu](mailto:mark.guadagnoli@unlv.edu))

Sincerely,

Barbara Atkinson, MD  
Founding Dean

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## Preface

We hope this handbook will be a convenient reference for faculty policies and information concerning employment and professional activities in the School of Medicine at the University of Nevada, Las Vegas. Many of the policies included in the handbook are published in full in a variety of other sources, including the UNLV School of Medicine Bylaws. The handbook is designed to work in conjunction with other policies of the School, university, and NSHE. The policies external to the School can be found in:

- [UNLV Bylaws](#)
- [Board of Regents Handbook](#)

We encourage you to review the Handbook and the above-listed governing documents. The University reserves the right to expand upon, alter, amend, or delete any provisions contained herein. We will update the online version of this Handbook as policy changes are approved.

The Vice Dean for Academic Affairs will coordinate revisions to this handbook with the assistance of the Associate Dean for Faculty Affairs, the Faculty Appointments and Tenure and Promotion Committee, Legal Counsel, and the School of Medicine faculty. We invite you to suggest recommendations for changes or additions to this handbook

When the School of Medicine needs a major reorganization of this handbook, the Vice Dean for Academic Affairs will convene a committee of the faculty. The Committee will invite comments and recommendations for changes from all stakeholders. Recommended changes in policies and procedures shall be made only after their adoption through appropriate channels, including the Faculty Appointments and Tenure and Promotion Committee and the Dean of the School of Medicine.

Changes in policies and procedures that are adopted after the publication of any edition of this handbook are effective upon adoption and will be included in the next revision. The official version of this handbook will be on the School of Medicine website. Hard copies of the official handbook will be available in School of Medicine Library and the Offices of the Dean, Legal Counsel, and Vice Dean Academic Affairs.

## I. Overview

### A. The Nevada System of Higher Education

The Nevada System of Higher Education is governed by a thirteen-member Board of Regents along with the guidance of a Chancellor; Executive Vice Chancellor and Chief Counsel; Vice Chancellor for Academic and Student Affairs; Vice Chancellor and Chief Operating Officer; Vice Chancellor for Finance; and Vice Chancellor for Technology.

These officers oversee the administration of eight system institutions listed below:

[University of Nevada, Las Vegas](#) – UNLV  
[University of Nevada, Reno](#) – UNR  
[Nevada State College at Henderson](#) – NSC  
[College of Southern Nevada](#) – CSN  
[Desert Research Institute \(Reno and Las Vegas\)](#) – DRI  
[Great Basin College \(Elko, Nevada\)](#) – GBC  
[Truckee Meadows Community College \(Reno, Nevada\)](#) – TMCC  
[Western Nevada College \(Carson City, Nevada\)](#) – WNC - <http://www.wnc.edu/>

Typically, the Board holds four regular meetings each year in addition to committee meetings. These meetings are rotated among the campuses throughout the state. All regular and committee meetings are open to the public, and agendas and minutes are posted on the NSHE's web site, <http://system.nevada.edu/Nshe/index.cfm/administration/board-of-regents/>. The website provides additional information on each of the schools within the NSHE as well as the Board's online Handbook and the NSHE Procedures Manual.

NSHE has offices in Las Vegas and Reno. The Las Vegas office is located at: 4300 S. Maryland Pkwy., Las Vegas, NV 89119

<http://system.nevada.edu/Nshe/index.cfm/administration/board-of-regents/>

### B. Board of Regents

Exclusive control and administration of the NSHE is vested in a nonpartisan, elected Board of Regents by the Nevada State Constitution. The NSHE is considered a state agency, and its employees are defined as state employees, but the Board has constitutional autonomy to consider, approve, and coordinate policies for the system institutions. The Board of Regents represents all regions of Nevada. For a current listing of the Board of Regents see

<http://system.nevada.edu/Nshe/index.cfm/administration/board-of-regents/current-regents1/>.

The regents are elected for staggered six-year terms and do not receive compensation for their service as regents. The Board holds four regular meetings each year in addition to committee meetings. The meeting locations vary among the system institutions, with the majority of meetings held in Las Vegas and Reno. Because the NSHE is a state agency, some provisions governing employees' benefits are governed by the Nevada Revised Statutes. See Nevada Law Library at <http://www.leg.state.nv.us/law1.cfm>.

The bylaws under which the Board operates, and the regulations and operating procedures for each institution are contained in the Board of Regents Handbook. The handbook also contains the NSHE Code, which defines basic personnel policies for the faculty and professional staff, as well as the bylaws for each system unit, which contain even more specific procedural guidelines. See Board of Regents' Handbook at <http://system.nevada.edu/Nshe/index.cfm/administration/board-of-regents/handbook/>.

## C. The University of Nevada, Las Vegas

**Enrollment:** Over 28,000 students

**Degree Programs:** More than 200 undergraduate, masters, and doctoral degree programs

**Faculty and Staff:** Approximately 2,800

**Location:** Las Vegas, Nevada located at the Southern tip of Nevada in a desert valley surrounded by mountains.

**Academic Calendar:** Two semesters (Fall/Spring) of approximately 16 weeks each. Three summer sessions are held from May through August.

**Educational Environment:** A 350-acre campus; average class size is 30; largest lecture hall seats approximately 200.

**Campus Safety:** UNLV has a low crime rate. At night, the grounds are well lit, call boxes are located in multiple campus locations in case of emergency, and residence halls feature state-of-the-art security.

**Sports:** Students can participate in more than 20 kinds of intramural sports or 17 different sports at the NCAA/Division I intercollegiate level.

**Internet Access:** Students have free access to the Internet. All campus housing is fully wired.

### **Academic Mission**

The University of Nevada, Las Vegas is a research institution committed to rigorous educational programs and the highest standards of a liberal education.

### **Accreditation**

The University of Nevada, Las Vegas is accredited by the Northwest Commission on Colleges and Universities. Accreditation of an institution of higher education by the Northwest Commission on Colleges and Universities indicates that it meets or exceeds criteria for the assessment of institutional quality evaluated through a peer review process. An accredited college or university is one which has available the necessary resources to achieve its stated purposes through appropriate educational programs, is substantially doing so, and gives reasonable evidence that it will continue to do so in the foreseeable future. Institutional integrity is also addressed through accreditation.

Accreditation by the Northwest Commission on Colleges and Universities is not partial but applies to the institution as a whole. As such, it is not a guarantee of every course or program offered, or the competence of individual graduates. Rather, it provides reasonable assurance about the quality of opportunities available to students who attend the institution.

Inquiries regarding an institution's accredited status by the Northwest Commission on Colleges and Universities should be directed to the administrative staff of the institution. Individuals may also contact:

Northwest Commission on Colleges and Universities,  
8060 165th Avenue N.E., Suite 100  
Redmond, WA 98052  
(425) 558-4224, [www.nwccu.org](http://www.nwccu.org)

UNLV's accreditation was reaffirmed in July 2013. More information is available at <http://provost.unlv.edu/nwccu/reaffirmation.html>. Program accreditation information is available on this website: <http://provost.unlv.edu/vpaa/accreditation.html>

### **Research**

UNLV is classified by the Carnegie Foundation for the Advancement of Teaching in the category of *High Research Activity*. UNLV is increasingly a dynamic resource for, and partner with, the community that it serves.

### **Colleges**

College of Education  
Howard R. Hughes College of Engineering College of Fine Arts  
Graduate College  
Honors College  
William F. Harrah College of Hotel Administration College of Liberal Arts  
College of Sciences  
Greenspun College of Urban Affairs

### **Schools**

School of Allied Health Sciences School of Architecture  
Lee Business School  
School of Community Health Sciences  
School of Dental Medicine  
School of Environmental and Public Affairs  
Hank Greenspun School of Journalism and Media Studies  
William S. Boyd School of Law  
School of Life Sciences  
School of Medicine  
School of Nursing  
School of Social Work

## **II. University of Nevada, Las Vegas School of Medicine**

### **A. Organization of the School**

The primary administrative officer for the University of Nevada, Las Vegas School of Medicine is the Dean, who is appointed by and serves at the pleasure of the President. The Dean is assisted in the administration of the University of Nevada, Las Vegas School of Medicine by the Vice Dean for Academic Affairs, the Vice Dean for Clinical Services, and the Senior Associate Dean for Clinical Research.

The Dean is responsible for the direction, coordination, and supervision of the academic programs and activities of the University of Nevada, Las Vegas School of Medicine.

The School is comprised of departments. The faculty within the school establish admission standards, curricula, academic standards, and degree requirements. Post-graduate medical education programs in the School of Medicine will be established and supervised by the department chairs with concurrence by the Dean of the School; such programs are subject to review by the Accreditation Council for Graduate Medical Education. Certificate-granting programs may be established in each school by the appropriate department chair and/or program director with concurrence from the dean; proposed certificate-granting programs will be submitted through the normal administrative channels and reported to the Board of Regents.

The Office of Academic Affairs is divided administratively into five divisions: (1) Faculty Affairs, (2) Student Affairs, (3) Curriculum Assessment, (4) GME, and (5) Community Engagement.

1. The Office of Faculty Affairs coordinates faculty appointments, on-boarding, professional development, promotions, tenure, sabbaticals, and emeritus appointments.
2. The Office of Student Affairs supports and enhances the quality of student life, from admission to graduation and ensures successful growth and development. Student Affairs provides multiple services including, academic scheduling and record tracking, physical and mental wellness, career counseling, and residency preparation.
3. The Office of Curriculum and Assessment supports the faculty in the oversight of the design of the curriculum, including competencies, learning objectives, curriculum implementation, and evaluation procedures for the entire four-year curriculum.
4. The Vice Dean for Academic Affairs and Senior Associate Dean for Graduate Medical Education are responsible for the graduate curriculum and graduate programs.
5. The Office of Community Engagement develops and strengthens ties between the School of Medicine and the community in both education and clinical service.

## **B. School of Medicine Core Values**

In recognition of the relationship between the quality of an organization's culture and the experience of people both within and outside of it, the School of Medicine has adopted five core values to guide the School and its employees. These core values transcend self-interest and anchor the school and its employees in a defined way.

**Strive for Excellence** – The UNLV School of Medicine subscribes to a philosophy of systematic and ongoing improvement. Our School and our employees are in constant pursuit of finding ways to be better and do better.

**Drive Innovation** – The UNLV School of Medicine conducts research to advance treatment and care for patients and to find new and more effective ways to teach our students, practice medicine, and serve our community.

**Serve with Compassion and Humility** – UNLV School of Medicine employees serve students, patients, members of the community and one another with compassion, empathy, and humility.

**Demonstrate Inclusion** – UNLV School of Medicine values diversity and takes measures to help all students and members of the academic community to thrive, succeed and advance.

**Act with Integrity** – UNLV School of Medicine and its employees act with integrity by adhering to policies, taking responsibility for actions, and communicating in a manner that builds trust.

These core values define the School and provide structure for professional conduct. Examples of professionalism consistent with these values include but are not limited to:

- Treating colleagues, trainees, patients, staff, and others with respect and fairness
- Communicating with honesty and transparency
- Creating an atmosphere of trust in all interactions
- Working as an effective and cooperative team member
- Understanding that feedback is part of professional growth
- Managing conflicts of interest and demonstrating ethical behavior
- Being sensitive and respectful to others
- Demonstrating respect for patients by maintaining confidentiality, timely completion of notes, and evaluations, and accurate professional fee billing
- Contributing to a culture of safety and inclusion, including encouraging others to express concerns
- Conducting research with the ethical and scientific rigor expected by the University research regulations and principle
- Demonstrating excellent citizenship that may include administrative contributions, attending divisional/departmental activities/conferences or supporting the academic mission in other ways

**C. Bylaws (also see SOM Bylaws: Faculty Affairs Resources For Full-Time Faculty Drive)**

**ARTICLE I. PREAMBLE**

The educational, service and scholarly missions of the UNLV School of Medicine (SOM) are accomplished through the cooperative and interdependent activities of the faculty and the administration. The success of this partnership hinges directly upon open communications among faculty members and administrative officers in the School of Medicine since the free exchange of knowledge, experience, hopes, history and plans form the matrix upon which effective governance is based.

The purpose of these bylaws is to provide the framework by which the SOM Faculty governs itself and participates in the development and implementation of policies and procedures related to the missions of the SOM. These bylaws describe the organizational structure of the Medical Faculty and the relationships between the SOM Faculty and the University Administration.

This governance structure provides for the orderly flow of information and concerns within the School and enables the conduct of business in a timely manner.

## **ARTICLE II. SCHOOL OF MEDICINE FACULTY**

### **2.1 Membership**

For the purpose of 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 clinical educator 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 NSHE Code Title 2, Chapter 3, Section 3.2.1, Rank 0 positions are not eligible for appointment with nor shall have tenure under any circumstances.

Rank 0 faculty tracks include faculty-in-residence, clinical educator, clinical and research and will be identified by Rank 0 and the corresponding Roman numerals be assigned other appropriate titles such as: Research Assistant Professor 0(II), Research Associate Professor 0(III), Research Professor 0(IV).

Physicians and other clinicians teaching students of the SOM as adjunct faculty volunteers or employed by UNLV at less than 50% 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 SOM related research may be assigned titles such as Adjunct Assistant Professor 0(II), Adjunct Associate Professor 0(III), or Adjunct Professor 0(IV).

#### **2.1.1 Voting**

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

#### **2.1.2 Non-voting**

Academic faculty with less than a 50% time appointments in the SOM 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.

#### **2.1.3 Faculty Listing**

A listing of all voting and non-voting members of the SOM Faculty will be kept by the SOM Office of Academic Affairs. This listing shall be provided to the Executive Committee on the first day of the academic year.

## **2.2 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 SOM and each faculty member's department.

All workload assignments shall be consistent with the UNLV Workload Assignment Policy and Guidelines, SOM Workload Policy, the Board of Regents Handbook, and bylaws of UNLV and the SOM. SOM 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 SOM does not fit into the standardized credit hour guidelines. The SOM Faculty workload assignments and policy shall parallel the University Workload Assignment Policy and Guidelines, only differing where appropriate and justified. Some of the SOM'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. Tenure-track faculty will develop a five-year plan for faculty development and advancement toward tenure in conjunction with the Chair, Division Director or Center/Institute Director as appropriate. Upon completion of the third year of appointment, faculty mid-tenure review will usually be performed in the fall of the fourth year.

Faculty Development is a process by which the SOM academic faculty work systematically to improve their skills in the following areas:

- 1) teaching and assessment
- 2) research and scholarly activities
- 3) clinical practice and
- 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
- Maintenance of clinical skills

The responsibility of the SOM is to facilitate and encourage all faculty to develop and improve their skills. 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 SOM.

### **2.2.1 Outside Professional Work**

Consistent with the UNLV Conflict of Interest policy, the SOM requires that faculty avoid or disclose and address perceived or real conflicts of interest between their responsibilities as faculty of the SOM 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 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 in accordance with UNLV Conflict of Interest Policy. 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 SOM.

Pre-approved activities as designated under the UNLV Conflict of Interest Policy are 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 the UNLV.

Excluded activities do not require prior approval, but if they involve time away from the University, approval for travel away from the University should be sought from the appropriate supervisor.

### **2.2.2 Ban on Speakers' Bureaus**

All SOM Faculty will not 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.*

### **2.2.3 Ban on Product Endorsement**

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

## **2.3 Faculty Governance Duties**

The responsibilities of the academic SOM Faculty are carried out through appropriate governance structures including but not limited to the following:

- 2.3.1 To establish the general goals of the educational policies of the SOM relative to student admission, curricular requirements, promotions, graduation and other educational activities in compliance with the accreditation standards;
- 2.3.2 To make recommendations to the Dean regarding educational programming, clinical practices, and scientific research;
- 2.3.3 To make recommendations to the Dean regarding policies for allocation of SOM resources;
- 2.3.4 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.
- 2.3.5 To elect all members of standing committees except those appointed by the Dean; and
- 2.3.6 To be the approving body for all changes in the SOM Faculty Bylaws.

## **2.4 Meetings**

The SOM Faculty is in session during the annual meeting, special meetings, and emergency meetings. At all SOM Faculty meetings, the chair will designate a recording officer who 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.

- 2.4.1 Faculty Meetings. The SOM 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 meeting as well as the agenda will be sent to all faculty members at least three business days prior to the date of the meeting.
- 2.4.2 Special Meetings. Special meetings of the SOM Faculty may be called by the Dean, Executive Committee, or by a signed petition of 20 voting members of the SOM Faculty. Notice of the time and place of special meetings will be sent to all faculty members in advance.
- 2.4.3 Emergency Meetings. When the Dean or Executive Committee deems that an emergency meeting of the SOM 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.

- 2.4.4 The Dean of the SOM shall solicit agenda items and prepare the agenda for faculty meetings.
- 2.4.5 The Dean of the SOM, or his/her designee, will preside at meetings of the SOM Faculty.
- 2.4.6 Twenty percent of the voting SOM faculty shall constitute a quorum.

## **2.5 Faculty Concerns**

A faculty member may request that his/her complaint be heard and, if possible, resolved by the Dean of the SOM. In so doing, the faculty member shall not have relinquished the right to utilize an appropriate Grievance Procedure described in NSHE Title 5, Section 5.7 and UNLV Bylaws Chapter III, Section 6.6; and Section 20.

## **2.6 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 5, Section 5.7.2]

UNLV Bylaws, Chapter III, Section 6.6 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 Faculty Senate Grievance Committee process may be initiated only after the faculty member has requested reconsideration and the request has proceeded through regular administrative channels to the Executive Vice President and Provost. (See UNLV Bylaws Chapter I, Section 4.3.3, 4.6.9 and Section 5; Chapter III, Section 6 and Section 20. Also see NSHE Title 5, Section 5.7).

## **ARTICLE III. DEPARTMENTS**

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

### **3.1 Membership**

- 3.1.1. All 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 4.3.2].
- 3.1.2. Each department has an appointed Chair. Appointment of the Chair takes into consideration the advice of the department faculty and is in accordance with institutional policy [See UNLV Bylaws Chapter II, Section 10.8].

### **3.2 Duties**

- 3.2.1. The Chair, with the advice of the department academic faculty, shall be responsible for recommending appointments within the department, in accordance with the operating procedures of the Appointments, Promotion and Tenure Committee.
- 3.2.2. 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 School [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]. In each of these endeavors, the Chair shall be responsible for stimulating and supporting faculty efforts.
- 3.2.3. 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 SOM [See UNLV Bylaws Chapter III, Section 5]. 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 SOM, UNLV Bylaws and NSHE Code [See NSHE, Title 5, Section 5.12 and 5.13 UNLV Bylaws Chapter III, Section 8].
- 3.2.4. The Chair shall prepare an annual report summarizing departmental activities and forward it to the Dean.
- 3.2.5. 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].

### **3.3 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 SOM 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 August 1 and end on July 31.

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, Vice Deans, all department chairs, and chairs of the following Standing Committees: Curriculum Committee, Research Committee, Faculty Appointments, Promotion and Tenure Committee, and delegates-at-large elected from and by the SOM Academic Faculty.

#### **4.1.2 Duties**

The major responsibility of the Executive Committee shall be to conduct the day-to-day business of the SOM 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 SOM;
- 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 University who might serve on search committees or 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 other month 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 academic SOM Faculty, members of the community and SOM students. Seven faculty members will be appointed by the Dean of the SOM from a pool of faculty nominated and/or interested in serving on the committee.

Two community members will be appointed by the Dean of the SOM from a pool of interested individuals. In the first year of the medical school, medical students will elect two first year students. In the second year of the medical school, medical students will elect two second year students. In the third year of the medical school, medical students will elect two second year students.

In the fourth year and moving forward, two medical students in good standing will be elected from the second and fourth years and in addition, two alternate medical students in good standing will be elected from the second and fourth years.

All members of the committee will be voting members. Initial terms for faculty and community members will be four, three and two years determined by lottery. Members are limited to two successive four-year terms and must be off the committee for three years before being eligible to serve again. SOM students will have one-year terms and will not be eligible to serve a second term.

The Chair of the Admissions Committee will be a faculty member appointed by the Dean and will serve a four-year term. The Senior Associate Dean for Admissions and Student Affairs as well as the Director of Admissions will be non-voting, ex officio to the committee.

### **4.2.2 Duties**

This committee has the authority and responsibility for the development, implementation and maintenance/amendment of admissions policies for the SOM. The final responsibility for accepting students to the SOM rests with the Admissions Committee. The selection of individual medical students for admission shall not be influenced by any political or financial factors.

- 4.2.2.1 The committee will identify pre-medical prerequisite coursework
- 4.2.2.2 The committee will 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.

### **4.2.3 Meetings**

Meetings of the Admissions Committee will take place from September through March of each year.

- 4.2.3.1 Seven members of whom five must be faculty shall constitute a quorum.

## **4.3 Student Progress Committee**

### **4.3.1 Membership**

The Student Progress Committee is structured to represent all academic faculty and shall consist of seven faculty and two student members. Faculty members who serve as Block Directors or Clerkship Directors will not be permitted to serve as members of the Student Progress Committee to minimize potential conflicts of interest.

Faculty members will be nominated by the general faculty and appointed by the Dean of the SOM. Terms of service for faculty members will be four, three and two years and determined by lottery. Members are limited to two successive four-year terms and must be off the committee for at least three years before they are again eligible. Student members will serve one-year terms. In the first year of the medical school, medical students will elect two first year students. In the second year of the medical school, medical students will elect two second year students. In the third year of the medical school, medical students will elect two second year students. In the fourth year and moving forward, medical students will elect two student members in good academic standing from the second and fourth year classes.

The Chair of the Student Progress Committee will be appointed by the SOM Dean. The Senior Associate Dean for Admissions and Student Affairs will be non-voting and ex-officio to the committee.

### **4.3.2 Duties**

The Student Progress Committee has the responsibility and authority to develop and implement policies and procedures regarding medical student assessment, promotion, graduation and any disciplinary action. The committee is charged with establishing a set of policies that are student centered but mindful of the responsibility to patient safety and responsibility to the community.

- 4.3.2.1 The Student Progress Committee has the responsibility and authority to recommend to the Dean through the Executive Committee those students who have satisfactorily completed Phase 1 of the curriculum for promotion to Phase 2.
- 4.3.2.2 The Student Progress Committee has the responsibility and authority to recommend to the Dean through the Executive Committee those students who have satisfactorily completed Phase 2 of the curriculum for Promotion to Phase 3.
- 4.3.2.3 The Student Progress Committee has the responsibility and authority to recommend to the Dean through the Executive Committee those students who have satisfactorily completed the requirements for graduation.

### **4.3.3 Meetings**

This committee will meet throughout the year as required.

- 4.3.3.1 Five members of whom three must be faculty shall constitute a quorum.

## **4.4 Curriculum Committee**

### **4.4.1 Membership**

The Curriculum Committee is structured to represent teaching faculty. The committee consists of eleven teaching faculty. Four members are elected by the faculty-at-large and seven members are appointed by the Vice Dean for Academic Affairs and Education. A total of five medical students in good standing will be elected by their respective classes to serve as members to the Curriculum Committee (two student representatives), Scientific Foundations Subcommittee (one student representative), Community Engagement Subcommittee (one student representative), and Clinical Education Subcommittee (one student representative).

In the first year of the medical school, medical students will elect two first year students. In the second year of the medical school, medical students will elect two second year students. In the third year of the medical school, medical students will elect two second year students. In the fourth year of the medical school, and moving forward, medical students will elect two second year and two fourth year students.

Initial terms for faculty will be four, three, or two years determined by lottery. Subsequently, terms will be four years. Faculty members are limited to two successive terms on the committee and must be off the committee for two years before being eligible again. Medical students will serve for one-year terms. All members have a vote.

The Curriculum Committee will be Co-Chaired by the Associate Dean for Curriculum & Assessment and a faculty member elected by the committee. The Curriculum Committee reports to the Vice Dean for Academic Affairs.

### **4.4.2 Duties**

The Curriculum Committee has authority and accountability for oversight of the design of the curriculum, including competencies, learning objectives, curriculum implementation, and evaluation procedures for the entire four year curriculum. The committee has responsibility for the curriculum improvement process.

This 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 LCME standards

It reviews detailed plans for curriculum content and pedagogical methods to be utilized by each block/unit as presented by the subcommittees, to assure overall coherence of learning objectives, curriculum, and evaluation methods. Plans will be sent back to the subcommittees for additional work if concerns are identified. It reviews methods and options for assessment of students. It may also initiate additional curriculum development activities to refer back to the appropriate subcommittee as needed, for example, in response to changes in LCME requirements.

The subcommittees of the Curriculum Committee are designed to enhance vertical and horizontal integration across the entire curriculum because they are organized around broad subject-matter themes that will continue in all four years of the curriculum. The Curriculum Committee will elect from its members subcommittee chairs.

All subcommittees report to the parent Curriculum Committee, which has the authority and accountability for oversight of the design of the curriculum.

Membership of each subcommittee: seven faculty members, four shall be elected by the faculty as a whole and, three shall be appointed by the Dean from a list of volunteers drawn from the teaching faculty. In the first year of the medical school, medical students will elect two first year students. In the second year of the medical school, medical students will elect two second year students. In the third year of the medical school, medical students will elect two second year students. In the fourth year and moving forward, medical students will elect two student members in good academic standing from the second and fourth year classes.

Five subcommittee members, four of whom must be faculty, will constitute a quorum. The subcommittees are:

- **Scientific Foundations Subcommittee**

Charge: Assure that the principles of the sciences basic to medicine are represented in the integrated organ blocks and that scientific principles are re-visited in the clinical years. Review the blocks and intersessions courses in the Phase 1 of the Curriculum with the support of the Office of Program Evaluation.

- **Clinical Education Subcommittee**

Charge: Assure that the principles of Clinical Science including communication, cultural competence, evidence-based medicine, and Ethics are represented throughout the curriculum. Review the Doctoring courses, clerkships, and intersession courses in all phases of the curriculum with the support of the Office of Program Evaluation.

- **Community Engagement Subcommittee**

Charge: Assure that the principles of community service, the social determinants of health & disease, disparities, nutrition, hospitality in medicine, and Spanish are represented throughout the curriculum. Review the Learning Communities Courses and the Nevada Community Medicine courses with the support of the Office of Program Evaluation.

- 4.4.2.1 The Curriculum Committee is charged with developing and implementing the process for continuous oversight and evaluation of the curriculum to assure that it is coherent, coordinated, and integrated.

- 4.4.2.1.1      Reviews detailed plans for curriculum content and pedagogical methods to be utilized by each block/unit as presented by the Phase Subcommittees, to assure overall coherence of learning objectives, curriculum, and evaluation methods. Plans will be sent back to the subcommittees for additional work if concerns are identified.
  - 4.4.2.1.2      Reviews methods and options for assessment of students developed by a subcommittee dedicated to this role.
  - 4.4.2.1.3      May also initiate additional curriculum development activities to refer back to the appropriate subcommittee as needed, for example, in response to changes in LCME requirements.
- 4.4.3    Meeting**
- 4.4.3.1    Nine members of whom six must be faculty shall constitute a quorum.

#### **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 SOM 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.

The Chair of the Research Committee will be a faculty member appointed by the Dean and will serve a two-year term. The Vice 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 SOM.

##### **4.5.3 Meetings**

The committee shall meet quarterly and as required.

4.5.3.1 Five 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.

The Chair of the Faculty Appointments Promotions and Tenure Committee will be a tenured faculty member appointed by the Dean and will serve a two-year term. The Vice Dean for Academic Affairs and Education will be non-voting and ex officio to the committee.

##### **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. Members of the committee shall be Associate Professor or Professor and shall review and make recommendations regarding tenure for those individuals in the tenure-track.
- 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 Five 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 and Faculty Development who shall be the Designated Institutional Official DIO; a representative sample of program directors from its ACGME-accredited programs; a minimum of two peer selected residents/fellows; and, a quality improvement/safety officer or his or her designee.

### **4.7.2 Duties**

- 4.7.2.1 GMEC responsibilities must include oversight of:
  - a) The ACGME accreditation status of the SOM and its ACGME- accredited programs;
  - b) The quality of the GME learning and working environment within the SOM, 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 SOM.
- 4.7.2.2 Review and approval of:
  - a) Institutional GME policies and procedures;
  - b) Annual recommendations to the SOM 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;
  - 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 SOM'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**

SOM 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 between five and 10 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 SOM faculty at the rank of Associate Professor or Professor.

The Dean should endeavor to include representatives from various areas of medical school education 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 Vice Dean for Academic Affairs 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 SOM Peer Review Committees.

The Chair of the Peer Review Committee will be elected by the members of the committee.

##### **4.8.2 Meetings**

The Vice Dean for Academic Affairs shall call the first meeting Peer Review Committee and inform committee members of the process and to elect a committee chairperson (See Appendix B for Peer Review Guidelines).

#### **4.9 Merit Committee**

SOM merit committee shall be in accordance with the UNLV Bylaws, Chapter III, Section 10.

##### **4.9.1 Membership**

The Merit Committee shall consist of five faculty members 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.

## **5.0 Conflict of Interest Committee/Work Group**

### **5.0.1 Membership**

At the beginning of each academic year, the Dean shall call for the election of committee members. The committee shall be between five and 10 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 medical school education including undergraduate medical education, graduate medical education, research, clinical and compliance offices.

### **5.0.2 Duties**

The SOM 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 SOM COI policy. The UNLV COI Committee and COI designated official oversee UNLV COI policy and COI management plans related to UNLV policy.

The SOM COI Committee acts to review, approve, or deny requests for exceptions to SOM COI policy and helps to disseminate information to inform and educate the SOM community about COI. The Committee reviews and revises the COM COI policy annually, for approval by the SOM Executive Committee.

### **5.0.3 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.

## **5.1 Nomination Committee**

### **5.1.1 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 between five and 10 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 medical school education including undergraduate medical education, graduate medical education, research, and compliance offices.

### **5.1.2 Duties**

The SOM Nomination Committee shall publicize, solicit, and submit the names of all qualified candidates for vacant positions on School committees.

### **5.1.3 Voting 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 a candidate to move forward for a SOM faculty-wide ballot.

## **5.2 Diversity and Inclusion Commitment**

### **5.2.1 Membership**

The membership shall consist of the Associate Dean of Diversity and Inclusion, Director of Office of Diversity and Inclusion, a representative from the Admissions office, the Student Affairs office, the Office of Faculty Affairs, two delegates-at-large elected each academic year from and by the SOM 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.

- a) 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.

### **5.2.2 Duties**

- a) 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.
- b) The Diversity and Inclusion Committee shall provide an annual report of activities and outcome data related to the UNLV School of Medicine's stated Diversity and Inclusion goals.
- c) The committee will provide oversight to ensure the UNLV School of Medicine is prepared for each LCME site visit and meets all diversity and inclusion requirements through full accreditation and beyond.

### **5.2.3 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.

## **ARTICLE V. AMENDING THE BYLAWS**

Proposed amendments to the SOM Bylaws will be presented to the SOM 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 three weeks prior to the meeting date. The letter of 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.

## **ARTICLE VI. EFFECTIVENESS**

These bylaws, and any amendments thereto, become effective upon the approval of the faculty and Dean, and upon the approval of the Executive Vice President and Provost and President of UNLV.

## **ARTICLE VII. PARLIAMENTARY AUTHORITY**

The Parliamentary authority for the SOM 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 SOM 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.

## **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 (August through the next July), 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.
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. Except as expressly stated, all committee members will have the right of voting on all matters of committee business.

## **APPENDIX B: PEER REVIEW GUIDELINES**

If a faculty member disagrees with the evaluation, then within thirty (30) calendar days after notification, he or she may submit a rejoinder (written response to the evaluation) to be incorporated therewith.

### **File a Rejoinder**

A rejoinder is a statement attached to your evaluation that expresses why you disagree.

### **Requesting a Peer Review**

The peer review procedure is not automatic; rather it becomes operative only after the Dean receives a written request from the faculty member for the formation of a committee of peers to conduct a separate annual evaluation. The contesting faculty member has fifteen (15) calendar days from the date s/he signs the Annual Evaluation Report to submit the peer review request.

### **Committee Composition**

A peer review committee consists of elected faculty members including a chair of the committee. The chair is responsible for submitting the final report to the college Dean.

The Peer Review Committee will meet within fifteen (15) calendar days of the date the request was made to the Dean of the SOM by the faculty member.

### **Peer Evaluation File**

Within 30 calendar days after notification, the faculty member may establish a Peer Evaluation File to include materials he/she judges to be pertinent to the matter being evaluated.

Departments shall establish categories of evidence to be included. The department and higher levels of review shall use this file in addition to other sources which may include:

- Performance evaluation
- The Faculty member's Annual Achievement Report
- Other documents used in support of the evaluation (e.g., special assignments, letters of Instruction, written warnings, letters from campus constituents).

### **The Review**

The review may include written materials submitted by the department head and the faculty member. The department head and higher levels of review may also use the peer evaluation file in addition to other sources.

The review may also include interviews with the faculty member's supervisor and the faculty member. The interview should be restricted to information regarding the appeal. At its discretion, the committee may request interviews with other personnel. However, interviews are limited to persons who have a direct bearing or knowledge of the evaluation or intimate knowledge of the faculty member's work. Character interviews are not allowed. The parties are interviewed separately.

For clarification purposes, the committee may seek additional information. It is not the responsibility of the committee to make the case for the faculty member or the department.

## **APPENDIX B: PEER REVIEW GUIDELINES (Continued)**

### **The Report**

The committee shall submit an independent written evaluation to the Dean and Executive Vice President and Provost within a reasonable time frame (e.g., ten (10) working days from the date of receiving its charge but no later than the end of the B-contract period).

### **The Decision**

Both the original evaluation and the recommendation of the Peer Review Committee shall be forwarded to the Dean of the SOM and the Executive Vice President and Provost and both evaluations shall be placed in the faculty member's master personnel file. The Executive Vice President and Provost shall make the final decision on the evaluation to be issued to the faculty member for the year.

The decision of the Executive Vice President and Provost will be in writing and addressed to the faculty member's supervisor. The faculty member will receive a copy of this decision and a copy is to be filed in the faculty member's master personnel file.

### **III. Personnel**

#### **Part 1. Recruitment, Selection, and Appointment of Faculty and Administrators**

##### **A. General Guidelines for Recruitment**

Faculty recruitment and selection at UNLV is initiated by the chair of the involved department or other hiring authority with the approval of the Dean of the School of Medicine.

Hiring authorities and search committees in each hiring process are responsible for complying with the University's Recruitment and Selection Policy and Procedures (see: [Link to these Policies and Procedures Here](#)) operated through the Human Resources. Hiring procedures will comply with Affirmative Action, Equal Opportunity and nondiscrimination. Furthermore, the process will avoid conflict of interest (e.g., a candidate for any position shall not be a member of a search committee assembled to nominate candidates for that position).

##### **1. Faculty Selection**

Criteria and process for selection of each new faculty member will be established by the hiring authority involved and the search committee, consistent with the established mission and goals of the hiring unit and School of Medicine. Some differences in the process between units might be necessary, although each hiring authority and/or selection/search committee is responsible for complying with University's policies and procedures as referenced above.

##### **2. Appointments**

All full-time appointments are 12 months. Faculty lines within the School of Medicine include both the tenured/tenure-track and non-tenure tracks. In accordance with Nevada System of Higher Education code, there are three ranks within tenured/tenure-track as follows: professor (IV), associate professor (III), and assistant professor (II). The rank of instructor (I) is used for appointments where the individual does not possess a terminal degree in the discipline or special field in which appointed. It is intended and expected that a person holding an appointment of instructor will complete the requirements for the terminal degree and be promoted to assistant professor (II). The time allotted for obtaining the terminal degree may be specified by each department but cannot exceed the six-year time period for probationary employees. If the terminal degree has not been obtained by this time, the individual will not be considered for tenure.

As defined in NSHE Code Title 2, Chapter 3, Section 3.2.1, non-tenure track faculty are defined as unranked or rank 0 and are not eligible for appointment with nor shall have tenure under any circumstances. There are four distinct non-tenure faculty tracks within the School of Medicine: Clinician-Educator, Clinical, Research, and Faculty-In-Residence. Within each track, faculty titles reflecting promotion in rank are equivalent to tenured/tenure track and are identified by the Rank O with the corresponding Roman numerals to reflect the appropriate title such as: research assistant professor O(II), research associate professor O(III), research professor O(IV). The rank of lecturer Rank O (I) is used for appointments where the individual does not possess Board

certification or the defined terminal degree in the discipline or special field in which appointed. It is intended and expected that a person holding an appointment of Lecturer will complete the requirements for the terminal degree and be promoted to assistant professor Rank O(II).

**a. Faculty Ranks**

The principal titles granted by the University to academic faculty are these: professor, associate professor, assistant professor, and instructor/lecturer. These titles can be modified as appropriate the faculty track. Term appointments may be approved for up to three years. Requests for renewal will be initiated by the department chair or supervisor and approved by the Dean.

Refer to Appendix A for a summary of the Faculty Appointments Guidelines Summary.

**b. Tenured and Tenure-Track Appointments**

As stipulated by UNLV Bylaws, tenured/tenure-track faculty appointments require individuals to meet all of the following essential qualifications: Possession of the appropriate terminal degree; Demonstrated effectiveness as a teacher or promise of becoming an effective teacher; satisfactory growth and development in research and scholarship. Appointment considerations may also include additional criteria as defined by the department.

Tenured and tenure-track appointments will be renewed annually unless the faculty member is dismissed through proper actions and procedures as outlined in UNLV Bylaws and NSHE Code.

**c. Non-Tenure-Track Appointments**

The UNLV School of Medicine may appoint personnel in non-tenure track faculty positions in one of four tracks: clinician educator, clinical faculty, faculty-in-residence or research (at the rank of assistant professor or higher), as determined to be in the best interest of the School by the dean. These appointments will vary in terms of faculty workload expectations but may include clinical service, clinical education, clinical administration, teaching, education administration, research and/or scholarship, and academic and professional service (refer to Appendix A).

Initial appointments may be up to three years. At the discretion of the school, the initial or subsequent appointment may be a three-year rolling contract. Unless specifically terminated by the University, rolling contracts will annually roll over to create a new three-year contract. All contracts will be annualized to July 1st. The University may terminate a rolling contract by giving notice in accordance with UNLV Bylaws and NSHE Code.

For all faculty appointments, at the time of offer for initial hire, the faculty track and specific scope of responsibilities is outlined to the individual and is discussed with the hiring authority. The signed hiring contract represents mutual agreement between the faculty member and the department regarding the faculty track and the specific scope of responsibilities. In addition, the mutually agreed upon responsibilities will be reviewed annually and, if necessary, updated to form the basis for renewal or non-renewal of the faculty appointment.

*Clinician-Educator.* Criteria for appointment to entry rank (Assistant Professor) in the clinician-educator and clinical faculty tracks requires an M.D. degree (or equivalent), board certification and excellent clinical competence as documented from residency, and/or fellowship. In the case of physicians from clinical practice, letters of reference from highly qualified peers will be used to assess clinical competence.

**d. Volunteer Adjunct Appointments**

Adjunct faculty members are volunteer faculty and receive no salary for their appointment.

Clinical adjunct faculty are physician educators who teach medical students and residents while providing care to patients in private practice or hospital settings. Clinical adjunct faculty members must hold a valid and current professional license. They must also be approved through a formal credentialing process that results in clinical privileges applicable to their duties and maintain such credentialing during the term of their appointment. Clinical adjunct faculty will hold these titles:

- i. Clinical Assistant Professor
- ii. Clinical Associate Professor
- iii. Clinical Professor

Appointment to clinical assistant professor requires completion of appropriate professional credentials. Appointment and promotion to clinical associate professor requires significant professional contribution and evidence of leadership. Appointment and promotion to professor requires significant professional contribution, evidence of leadership, and scholarly contributions to the profession.

Other adjunct faculty members are those who regularly provide curricular or expert consultation, serve on committees, guest lecture, and/or collaborate on School of Medicine on research projects. These adjunct faculty will hold these titles:

- i. Adjunct Assistant Professor
- ii. Adjunct Associate Professor
- iii. Adjunct Professor

These adjunct faculty may be individuals who hold appointment at the University of Nevada, Las Vegas but outside of the School of Medicine or they may be external to the university and hold appointment with local industry, at other academic institutions, or work for local and state government agencies. Grade shall be consistent with the paid faculty appointment. If the appointee does not hold a current academic rank, the committee shall use academic accomplishment to determine rank.

All adjunct faculty appointments will be three-year renewable terms. However, dismissal of appointment may occur at any point in the term. Although time in grade is insufficient criteria for promotion, individuals will generally serve 5 years in grade prior to being considered for promotion to the next grade. Faculty who are promoted in their paid academic appointment will be simultaneously promoted in their adjunct appointment. Faculty grade titles are as follows: Adjunct Assistant Professor, Adjunct Associate Professor, and Adjunct Professor.

**e. Emeritus**

Consistent with the Board of Regents policy, eligibility for emeritus status normally requires full-time employment by the university for at least ten (10) years. Academic faculty, administrative faculty, and administrative officers must have met that requirement prior to beginning a phase-in retirement program in order to be considered for emeritus status. Employees awarded emeritus faculty status by the President have lifetime faculty status at UNLV.

Emeritus status is a rank awarded by the President to full time academic faculty and administrative faculty at the time of retirement in recognition of distinguished service to the university in teaching, research, service, or administration in a professional field. Emeritus status may also be granted to administrative officers upon retirement from NSHE following endorsement and approval as set forth below.

For academic faculty, the application is reviewed by the department faculty and proceeds as follows:

- i. a recommending vote of the departmental faculty;
- ii. endorsement by the department chair;
- iii. endorsement by the college/school dean;
- iv. endorsement by the Provost;
- v. endorsement by the Faculty Senate Executive Committee; and
- vi. approval by the President.

In the case of administrative faculty, the application is reviewed by the immediate supervisor and proceeds as follows:

- i. a recommendation is made by the immediate supervisor;
- ii. endorsement by an appropriate peer employee group;
- iii. endorsement by the appropriate vice president;
- iv. endorsement by the Faculty Senate Executive Committee; and
- v. approval by the President.

The qualifications for this title are measured in terms of the person's total contribution to the university based upon both achievement and service. This title is awarded by action of the Board of Regents following approval through regular administrative channels. Faculty members awarded this honorary title are entitled to privileges specified by the president.

### **3. Administrator Selection and Appointment**

#### **a. The Administrative Responsibility**

In accordance with UNLV Bylaws 4.1.3, the president, Executive Vice President and Provost, vice presidents, deans, associate and assistant deans, and--where equivalent to deans--directors are considered administrators, as are any such other executive and administrative positions as may be defined by the Board of Regents, the Chancellor, or the president. At all organizational levels within UNLV, an administrator must be responsive, directly or indirectly, to other administrators, to faculty and to students. An administrative officer's responsibilities frequently will extend to constituencies beyond the School of Medicine

#### **b. Selection and Appointment**

The selection and conditions of service of administrative officers must reflect these considerations:

##### **i. Dean**

The selection and appointment of the Dean of the UNLV School of Medicine is the responsibility of the President of the University of Nevada, Las Vegas and serves at his or her pleasure. The search process for the dean is specified by the UNLV Bylaws and is as follows:

The Executive Vice President and Provost shall convene a recruitment and screening committee which shall consist of six faculty members elected by the School of Medicine faculty. Using department delineated procedures, each department within the

School of Medicine will select one faculty nominee to stand for school-wide election to the search committee. In addition to the six elected faculty members, one dean or director appointed by the Executive Vice President and Provost from the Academic Council (ex-officio and non-voting), and one 2<sup>nd</sup> and one 4<sup>th</sup> year School of Medicine student elected by the School of Medicine student body and any nonvoting members selected by the Executive Vice President and Provost.

ii. Vice Deans, Associate Deans and Assistant Deans

The dean may conduct an external search or appoint a vice, associate or assistant dean from within the college or school. Procedures for conducting an external search are included in the Administrator Selection Summary Guidelines. Appointment from within the college will take place only after consulting with the faculty of the school. Procedures for obtaining this consultation shall consist of faculty responding to an open call for nominations. Nominees will write a letter of interest and provide an updated CV for review and consideration for appointment by the Dean.

iii. Chairs

Prior to establishing a search committee for a department chair, the dean will meet with the faculty of the concerned department to discuss the needs and expectations of the department as they relate to the appointment of a new chair, the role of the chair, and the type of search (i.e., internal or external) that will most likely assure that an appropriate candidate is recommended, and to discuss any budgetary considerations related to the search and appointment of a new chair.

A search committee will be appointed by the dean. The search committee will recommend a candidate for the chair to the dean. The dean will discuss the candidate with the faculty in the department concerned. The President will approve appointments of department chairs.

The Dean and the Department Chair are appointed by the president. The nominees for the Dean or department chairs or shall be forwarded through channels, for appointment by the president

**c. Acting Dean, Vice/Associate/Assistant Deans, Chair, Director**

If it is deemed necessary to appoint an individual to serve as a chair, or vice, associate or assistant deans, the following protocol will be followed:

i. Dean

The Executive Vice President and Provost may appoint an interim dean only after consulting with the faculty of the School. Procedures for obtaining this consultation shall consist of faculty responding to an open call for nominations. Nominees will write a letter of interest and provide an updated CV for review and consideration for

appointment by the the Provost.

ii. Vice, Associate, or Assistant Dean

The Dean may appoint an interim associate/assistant dean, from within the School after consulting with the faculty of the school. Procedures for obtaining this consultation shall consist of faculty responding to an open call for nominations. Nominees will write a letter of interest and provide an updated CV for review and consideration for appointment by the Dean.

iii. Department Chairs

The Dean may appoint an interim department chair from within the college or school after consulting with the faculty of the department. Procedures for obtaining this consultation shall consist of faculty responding to an open call for nominations. Nominees will write a letter of interest and provide an updated CV for review and consideration for appointment by the Dean. In accordance with UNLV Bylaws, Section 10.8 (d), the Dean may nominate an interim chair from outside the department or school for a period of one academic year.

iv. Center Directors

The Dean may appoint an interim director from within the college or school after consulting with the faculty of the School. Procedures for obtaining this consultation shall consist of faculty responding to an open call for nominations. Nominees will write a letter of interest and provide an updated CV for review and consideration for appointment by the Dean.

**4. Summary Guidelines for Selection of Administrator Vacancy**

See chart summarizing the guidelines for appointments in Appendix B.

**Part 2. Faculty Rights and Responsibilities**

**A. Rights**

The following enumeration of rights shall not be construed to deny or disparage other rights retained by faculty members as members of the University community or as citizens of the community at large:

1. A member of the faculty has freedom and an obligation, in the classroom or in research, to discuss and pursue the faculty member's subject with candor and integrity, even when the subject requires consideration of topics which may be politically, socially or scientifically controversial.
2. In the case of a disciplinary action, a faculty member has the right to:
  - a. mediation as outlined in NSHE Code 6.6.4 through 6.6.8.
  - b. accept the reprimand or warning or to respond, in writing to the warning or reprimand and to have that response immediately placed in his or her personnel file.

- c. The right to grieve the warning or reprimand unless mediation is selected. If the affected person elects to grieve the warning or reprimand, mediation may not be used.
- 3. In cases of contract non-renewal, unless provided otherwise in an employment contract, non-tenured faculty have the right to notice as follows:
  - a. Not later than March 1 of the first academic or fiscal year of service, if the employment contract terminates at the end of that year, or if an employment contract for a one-year appointment terminates during an academic or fiscal year, at least 90 calendar days in advance of its termination;
  - b. Not later than December 15 of the second academic or fiscal year of service, if the employment contract terminates at the end of that year, or if the second employment contract for a one-year appointment terminates during an academic or fiscal year, at least 180 calendar days in advance of its termination;
  - c. At least 365 calendar days in advance of the termination of each succeeding employment contract of one academic or fiscal year's duration after the second year of service;
  - d. For employment contracts of less than one academic or fiscal year's duration, for a period of time which may be mutually agreed upon by the parties to such employment contracts, but, in all events, no less than 14 calendar days in advance of the termination of such contracts. (NSHE Code, Title 2, 5.9.1).
- 4. No disciplinary sanctions may be imposed upon a faculty member without written notice (NSHE Code Chapter 6, Section 6.2).

#### **5. Appeal and Grievance Process**

Within guidelines set forth in the University appeals and grievances policies, faculty have rights to appeal and/or grieve some decisions that may have a negative impact on their employment including merit, contract non-renewal, tenure, and promotion.

Appeal processes are in accordance with NSHE Code, Title 5, Chapter 2, Section 5.2) as follows:

- a. **Request for Reasons.** A faculty member who has been denied appointment with tenure, promotion, reappointment to employment, or who has received a notice of termination may, within 15 calendar days after notification of such denial or termination, provide a written request to the department chair, supervisor, or dean who rendered the negative decision asking for a statement in writing of the reasons for the denial or notice of termination. The response must be received by the faculty member within

15 calendar days after the appropriate administrator receives the written request for reasons. (B/R 12/06)

- b. **Reconsideration of Personnel Action.** Within 15 calendar days after receipt of the written reasons for denial of appointment with tenure, promotion or reappointment to employment, or for the issuance of a notice of termination, a faculty member may request reconsideration. The request shall be submitted in writing to the faculty member's department chair, supervisor, or dean who rendered the negative decision together with the reasons, arguments and documentation supporting the request for reconsideration. The request for reconsideration shall be promptly directed through regular administrative channels with recommendations for or against reconsideration of the decision. Final action shall be taken within a reasonable time by the president after receipt of the recommendations, except that if the president, after reconsideration, decides to recommend appointment with tenure should be granted, the final decision must be made by the Board of Regents.
- c. **Grievance.** Grievable issues are any alleged violation, questionable interpretation, or administration of any existing university regulation. The NSHE Code 5.7.2 states "A grievance is an act or omission to act by the respective administration of the System institution, allegedly resulting in an adverse impact on the employment conditions of a faculty member relating to salary, promotion, appointment with tenure or other aspects of contractual status, or relating to alleged violation of the code or institutional bylaws.
  - i. A grievance must be filed within fifteen calendar days from the date the faculty member becomes aware of the Grievable act, omission or violation and has exhausted all administrative remedies.
  - ii. When a reconsideration process as defined in the NSHE Code Section 5.2.4 leads to a grievance, the grievance may be filed only after formal notification of the decision to the faculty member by the President. For such grievances, the grievance must be filed within fifteen calendar days.

In cases of merit, the deadline for filing a grievance will be fifteen calendar days after the publication of the merit list by the Faculty Senate Office.

## **6. Academic Freedom**

In accordance with NSHE Code, Title 2, Chapter 2, Section 2.3, faculty enjoy the following rights:

- a. Freedom in research and in the professional publication of the results
- b. Freedom to publish literary, academic, technical or other noteworthy works
- c. Freedom in the classroom in discussing a subject, but the faculty member should be careful not to persist in discussing matters, which have no relation to the subject taught

- d. Freedom from institutional censorship or discipline for speaking, writing, or acting as a citizen

## **B. Responsibilities**

### **1. Teaching – Research – Service**

#### **a. Teaching**

Faculty who have FTE assignment in teaching are expected to teach courses as assigned and in accordance with the School/department needs, requirements and expectations. The department chair, after consultation with the departmental faculty and the dean in accordance with Title 4, Chapter 3, Section 3, the UNLV Workload Assignment Policy and Guidelines, and the UNLV Faculty Course Assignment Policy, will assign faculty workload in instruction.

Teaching excellence requires continual focused effort and refinement. Keeping abreast of new developments in the field and maintaining scholarly credentials are prerequisites to effective teaching. It is an expectation of the School of Medicine that those who teach be engaged with his or her particular discipline and should be able to convey to the students the value of the subject.

Teaching duties of a professor include not only classroom activities but also such duties as preparing course syllabi, lectures and examinations; being available for consultation; supervising independent work undertaken by students; directing theses and dissertations; evaluating students; advising; and participating in curriculum planning.

A professor is expected to treat students with courtesy and to respect their rights, including, but not limited to, academic freedom and those rights outlined in the Student Handbook. The Senior Associate Dean for Student Affairs and Admissions (SADSAA) is responsible for oversight of appropriate treatment of students. The SADSAA will monitor trends in departments, as well as by individual residents and faculty. The SADSAA may report issues involving faculty/staff to the appropriate department chairs (or designee) and/or to the associate deans so that appropriate investigation and action can occur.

Academic advising is a part of the responsibility of teaching faculty. In the case of non-teaching faculty, comparable professional responsibilities shall be those defined by their departments and the relevant standards of their disciplines.

**b. Research**

Research includes critical evaluation, artistic creation and performance, as well as discovery and interpretation. Research appropriate to one's department and field is more specifically defined by each department or field in its criteria for promotion and tenure. Peer reviewed publication and presentation is the normal outlet for research in the School of Medicine. Scholarship that does not result in peer-reviewed publication and/or presentation may be valuable for keeping one's teaching current, but it does not subject one's ideas or performance to the critical scrutiny of peers, necessary for expanding the frontiers of knowledge and culture.

**c. Service**

Service covers faculty activity in a number of different areas:

- i. *Clinical Service.* This may include patient care and treatment. Clinical service must be performed with the best interests of the patient in mind.
- ii. *Academic Service.* It is essential that faculty participate in the decision-making necessary for the working and ultimately the health of the School and all departments within it. Faculty members are expected to attend faculty and unit meetings; to serve on committees; to contribute to planning, development and scheduling activities of the academic unit; where appropriate, to review medical and graduate students, residents, and fellows and to refrain from activities that disrupt proper operations of the academic unit.

Faculty members are expected during the period of their employment at the University to bear their fair share of committee work at the school and University levels.

- iii. *Professional Service.* Faculty members are expected to be active in their professional fields. This includes belonging to and taking part in professional activities on the local, regional, national and international levels, although not all faculty will be active on all these levels.
- iv. *Community Service.* The use of one's academic expertise to help the community including the local community, state, nation and the world is valued. The extent to which one contributes outside the university depends on one's field, inclination, and opportunity.

## **2. Faculty Responsibilities**

The responsibilities of the faculty as a whole are multiple and are not to be construed as narrowly limited to any specific list. The same is true of the responsibilities of individual faculty members. Nonetheless, the major responsibilities are traditionally divided into teaching or its professional equivalent; research, as well as service. These are the criteria used in awarding promotion and tenure, and they are also the criteria used in faculty evaluations. Each faculty member shall be evaluated annually and shall receive from his or her department chair or dean a written statement evaluating the performance of the faculty member during the preceding year.

Typically, the faculty member will be evaluated on teaching and education or its professional equivalent, research and scholarship activities, clinical activities, as well as academic and professional service.

Of the many responsibilities of faculty members, the following are enumerated because of their importance to the maintenance of appropriate faculty-student relations:

### **a. Protection against Improper Disclosure**

Information about student views, beliefs, and political association that professors acquire in the course of their work as instructors, advisors and counselors should be considered confidential. An improper disclosure is a serious professional offense. Judgments of student ability and character may be provided under appropriate circumstances, normally with the knowledge or consent of the student.

### **b. Privacy of Records**

Faculty members shall accord respect to the essentially confidential relationship between the faculty/staff and the students by preserving to the maximum extent possible the privacy of all records relating to students.

### **c. Academic Responsibilities**

A member of the faculty is expected to meet classes at the regularly scheduled time and to carry out his/her other academic responsibilities. If prevented from meeting classes or carrying out other academic responsibilities, a faculty member must, if physically able to do so, make satisfactory advance arrangements and communicate, preferably in writing, the nature of these arrangements to his or her chair (or dean, if the school in question is not organized departmentally). Such arrangements are subject to the approval of the course director and/or chair. Each department must define what arrangements are considered "satisfactory" in that unit and appropriately publicize its definition. Failure to comply with the procedures outlined in this paragraph may result in disciplinary action as outlined in NSHE Code, Title 2, Chapter 6.

The curriculum of the School of Medicine is the collective responsibility of the faculty as a whole. The curriculum includes both the content and teaching methodologies. As indicated in the UNLV School of Medicine Bylaws, the curriculum committee authority and accountability for oversight of the design of the curriculum, curriculum implementation, and evaluation

procedures for the entire four-year curriculum. The committee has responsibility for the curriculum improvement process. Hence, proposed modifications to number of hours in the course, scope of content, or the format of instruction must be submitted to the curriculum committee for review and approval.

**3. Reporting Conflicts of Time and Interest (Please see SOM Conflict of Interest policy and Practice Plan policy when appropriate)**

Based on the requirements of the state of Nevada, NSHE, and UNLV, all faculty and professional staff must identify all potential conflicts of interest and all compensated outside service through annual submission of a completed disclosure form. They must also submit an updated form and obtain supervisor approval prior to either participating in any new activity that may lead to a conflict of interest, or agreeing to perform any new compensated outside service. Individuals affiliated with the university through sponsored projects must disclose potential conflicts of interest prior to their participation in such projects. Additional information on the disclosure and review process is available in the Conflict of Interest Rules and Procedures.

All conflicts of interest must be managed (through management plans, reduction, or elimination), and all employees must comply with NSHE policies regarding compensated outside services. UNLV must report conflicts of interest associated with sponsored projects to the relevant federal funding agencies, and both conflicts of interest and compensated outside services must be reported to the Board of Regents.

**a. Reporting Outside Activities**

For all activities that are not on the [pre-approved list](#), faculty and professional staff must complete an [Outside Activity Request Form](#) and receive approval for compensated outside activities. Requests must be made for each activity.

**b. Annual Disclosure**

All faculty and professional staff must provide an annual disclosure that discloses all outside activity or professional involvement. These disclosures shall be on an annual basis by January 30 of each year, and upon application for a sponsored project. All disclosures must be made using the UNLV Conflict of Interest/Compensated Outside Services Annual Disclosure online form.

It is the responsibility of each University employee to request approval for compensated outside services. It is the responsibility of the University and designated official to review disclosures and determine if the disclosed interests could directly and significantly affect the employee's performance of University responsibilities. If a conflict of interest or commitment and/or excessive compensated outside services appears to exist, the supervisor and/or dean shall attempt to negotiate and document a management plan, which is a mutually acceptable course of action to manage, mitigate, or alleviate the conflict of interest due to compensated outside services.

**4. Reporting Results with Potential Commercial Value**

School of Medicine faculty shall report results (or anticipated results) of professional activity that they feel are of potential commercial value, or which they would like to see promoted, in advance of releasing the results or of entering into any contractual agreement for release or promotion of such results. The report shall be forwarded to the Office of the Associate Dean for Faculty Affairs for evaluation and recommendation to the Dean of the School of Medicine.

### **Part 3. Faculty Conduct**

#### **A. Teaching – Academic – Scholarly**

##### **1. Types of Misconduct**

Misconduct falls into the following categories:

- a. Sustained overall failure to meet academic responsibilities may constitute willful failure of a faculty member to carry out their academic responsibilities. Cumulative absences or failures to perform in less grievous matters are more serious than occasional lapses over long periods of time.
- b. Violation of published School of Medicine regulations.
- c. Behavior that violates [commonly accepted standards of professional ethics.](#)
- d. Knowingly furnishing false information to the School of Medicine by forging, altering or misusing documents or instruments of identification with intent to defraud.
- e. Abusive or unprofessional treatment of students, residents, fellows, faculty/staff, or other members of the University. Any form of sexual harassment or discrimination on the basis of sex, race, religion, age, national origin, disability or sexual orientation is prohibited.
- f. Repeated infractions of one's responsibilities, whether informal or formal warnings or reprimands have occurred, are more serious than initial infractions of the same type.
- g. Plagiarism, misrepresentation or fraud in classroom presentations, published works or published presentations.
- h. Committing an act that involves moral turpitude may render the faculty member unfit for his/her position. As used in this section, conduct involving moral turpitude means intentional conduct, which is gravely injurious to another person or to society and which constitutes a substantial deviation from the accepted standards of duty owed by a person to other people and society, or committing an act that involves such moral turpitude as to render the faculty member unfit for his or her position.

## **2. Code for Judging Misconduct**

[Refer to the American Association for University Professor's Statement on Professional Ethics.](#) The statement was originally adopted in 1966 and revised in 1987 and in 2009.

## **3. Standards of Academic Conduct**

Every instructor shall make clear, at the beginning of each course, his or her rules for the preparation of classroom assignments, collateral reading, notebooks or other outside work, in order that his or her students may not, through ignorance, subject themselves to the charge of academic misconduct.

Academic misconduct shall include grading student work by criteria other than academic performance or repeated and willful neglect in the discharge of duly assigned duties. A warning or reprimand may be imposed upon a faculty member. A faculty member may also be recommended for restitution, reduction in pay, suspension or termination for academic misconduct.

Alleged instances of academic misconduct by a faculty member are initially directed to the department chair and then to the dean. In extraordinary cases, the matter may be taken to the President.

Faculty members are expected to avoid romantic, sexual or other relationships that may lead to potential conflicts of interest in their role as teacher, advisor and evaluator of students, residents and fellows. If such a relationship should develop after a professional one has been established, the faculty member will remove himself or herself from the professional role. Such a relationship, whether between a student and a faculty member or a resident or fellow acting as an instructor, constitutes a potential conflict of interest, especially as perceived by other students and faculty members, and therefore should be scrupulously avoided. This is not intended to affect the normal and expected mentorship, which should include both personal and intellectual advising.

## **4. Guidelines for Conduct of Research and Publication**

These guidelines are intended to provide guidance for the conduct of research in the School of Medicine.

- a. Graduate students, postdoctoral associates and other research trainees should be under the guidance of a faculty member who is responsible for supervision of the trainee's research.
  
- b. The ratio of trainees to faculty preceptors should be small enough to encourage close interaction in all aspects of the research, including concepts, design of experiments, techniques, data analysis and preparation of data for publication.

- c. Interaction among trainees and faculty in the form of discussion and presentation of research in progress should not be limited to one faculty member and his or her trainees but should involve members of associated research groups. Often this interaction will be along departmental lines, but interdepartmental interactions in research are also to be encouraged. Such interactions should be directed both to contribute to the research efforts of the groups and to provide informal peer review.
- d. Custody of all original laboratory data must be retained by the unit in which they are generated. Copies may be made by the investigators of the research personal use. Retention of original data should comply with the Institutional Research Board, time frame indicated on participant informed consent forms, and/or dictated on the basis of reasonable need for reference to the data.
- e. The main criterion warranting manuscript authorship is that an individual has made a significant contribution to the research. Technical services are not sufficient reason for authorship unless there has been substantive scientific interaction between the individuals involved.

When a trainee is preparing a manuscript, the faculty member responsible for the trainee should review the manuscript and give advice before approving the final draft. Faculty members should discourage trainees from preparing manuscripts without adequate tests of reproducibility or assessment of significance or from preparing multiple manuscripts differing only slightly in content. All authors should review and approve the final draft before submission for publication.

- f. The number of publications to be reviewed at times of faculty appointment or promotion should be limited in order to encourage and reward bibliographies containing substantive publications rather than those including many insubstantial or fragmented reports.

## **5. Standards of Conduct in the Clinical Setting**

The clinical faculty and staff have a duty to conduct themselves in a manner that demonstrates competence, adherence to the School of Medicine core values, the ethical standards of their profession, and the ability to work harmoniously with others in a manner that insures that patients receive safe, high-quality medical care.

UNLV School of Medicine is committed to respecting the rights of each patient. An important aspect of professional conduct in the clinical setting is the expectation that practitioners will identify and report deviations from standards that may impact patient care so that problems are resolved, improvements made, and patients are assured of high-quality health care. If faculty member's clinical privileges are removed, this would also constitute grounds for removal of clinical teaching privileges in the School and University. The operational linkages among the quality improvement functions relating to patient care and risk management and safety functions place specific reporting responsibilities on staff members.

## **B. Potential Conflicting Relationships**

### **1. Interpersonal Relationships**

The UNLV School of Medicine is committed to providing an academic community environment that fosters intellectual, professional, and personal growth without discrimination. Central to the preservation of this environment is the trust that should characterize all interactions between students and faculty, working toward the common educational goal of the institution. Details of the policy are stipulated in the **"UNLV School of Medicine Respectful Learning Environment Policy."** Faculty members are expected to avoid relationships that may lead to potential conflicts of interest in their role as teacher, advisor, and evaluator of students. Trust is put at risk when members of the University community engage in consenting romantic or sexual relationships that involve individuals of unequal power whether they be students, trainees, staff, or other faculty members, for example, administrator and faculty member, faculty member and student, supervisor and employee. Avoiding these kinds of conflicts supports the state of Nevada's Commission on Ethics statement, "The Nevada Commission on Ethics, by the authority granted it under chapter 281A of NRS, strives to enhance the public's faith and confidence in government by ensuring that public officers and public employees uphold the public trust by committing themselves to avoid conflicts between their private interests and their public duties."

Hence, University of Nevada, Las Vegas prohibits romantic or sexual relationships between members of the university community when one of the individuals involved has direct professional influence or direct authority over the other. In that circumstance, both the university and the person in the position of influence are vulnerable to charges of sexual harassment from the person in the position of lesser power and/or by third parties.

Consensual relationships existing between individuals — neither of whom has direct professional influence or authority over the other — are not prohibited by this policy. A member of the university community is considered to have direct professional power or direct authority over another individual when he or she is in the position to do any of the following:

- a. Supervise a student in any capacity, including evaluating any academic work, assigning grades, academic advising, formal psychological counseling, or serving on thesis, dissertation, or scholarship committees;
- b. Influence a student's employment, graduate assistantship, housing, participation in athletics, or any other university activity;
- c. Supervise and/or evaluate the work performance of a member of the faculty or professional or classified staff;
- d. Recommend or award merit or promotions to a member of the faculty or professional or classified staff;
- e. Serve on promotion or tenure committees.

When a romantic or sexual relationship exists, both parties involved may be subject to disciplinary action. Both parties are equally responsible for reporting the existence of the relationship to the appropriate supervisor at the beginning of the relationship. A self-report will be kept confidential by the supervisor unless university policy requires him/her to divulge it.

A faculty member will always be treated as having such a power differential if the student is in an educational experience where the faculty member has evaluative authority; for example, when a faculty member assigns grades or provides an evaluation or serves on thesis, dissertation, or scholarship awards committees. These principles also apply to administrators and supervisors in their relationships with students and faculty.

Once the university administration learns of a romantic or sexual relationship, whether through self-reporting or otherwise, it will take immediate steps to eliminate the power and authority of the one individual over the other. This may be accomplished by reassigning duties or responsibilities or requiring withdrawal from a committee. If the individuals involved fail to comply with this policy, or if the relationship is not self-reported, the university may impose one or more of the sanctions available through its disciplinary procedures, as outlined in the NSHE Code (for faculty and professional staff), the Nevada Administrative Code (for classified staff), or the UNLV Student Conduct Code (for students).

For more information regarding related University, NSHE and state of Nevada policies see [UNLV Nepotism Policy](#).

## **2. Conflict of Commitment, Conflict of Interest, Consulting and Other Employment**

University faculty, staff and student employees are encouraged to participate in outside activities, provided they do not conflict with the fundamental obligation to act in the best interest of the university. Conflicts can arise in two major areas, conflict of commitment and conflict of interest. Each of these types of conflicts is described here.

### **a. Conflict of Time Commitment**

Attempts to balance university responsibilities with consulting, public service or pro bono work, can result in real or apparent conflicts regarding commitment of time and effort. Whenever a faculty member's external activities exceed reasonable time limits, or whenever a faculty member's primary professional responsibility is not to the institution, a conflict of time commitment exists. Hence, conflicts of commitment usually involve issues of time allocation.

Faculty members of state universities owe their primary professional responsibility to their employing institutions, and their primary commitment of time and intellectual effort must be to the education, service, research and scholarship missions of those institutions. Hence, not only should faculty members meet their professional obligations as specified in their employment contracts, but also keep regular office hours and maintain a consistent presence on campus or assigned clinical site.

In terms of allowable outside activity, NSHE's policy on Compensated Outside Professional Service (Title 4, Chapter 3, Section 9) outlines that nine-month faculty may engage in outside service during contractual time, but this activity must not occupy more than the equivalent of one day's time per work week (20% of contractual time). Employees on 12-month contracts must take annual leave or furlough if providing outside service during the standard work week.

b. **Conflict of Interest**

UNLV defines conflicts of interest as any outside activity or interest that may, or may appear to, adversely affect, compromise, or be incompatible with the obligations of an employee at UNLV. Conflicts of interest encompass any situation in which an employee of the University uses, or is in a position to use, his or her influence and authority within the University to advance his or her own personal or financial interest, or the personal or financial interests of individuals in the employee's household; persons to whom the employee is related by blood, adoption or marriage within the third degree of consanguinity; or persons with whom the employee has substantial and continuing outside business relationships. The bias of such conflicts could conceivably inappropriately affect the goals of research, instructional or administrative programs. The education of students, the methods of analysis and interpretation of research data, the hiring of staff, procurement of materials, and other administrative tasks at the University must be free of undue influence of outside interests.

Determining whether a conflict of interest or the appearance of one exists depends on the situation, not on the character of actions of the individual, and must be determined objectively on a case by case basis. The appearance of a conflict of interest can be as damaging or detrimental as an actual conflict. For this policy, apparent conflicts are treated the same as actual conflicts.

It is appropriate that university personnel be rewarded for their participation in outside activities through honorariums, consulting fees and sharing in royalties resulting from the commercialization of their work. It is not appropriate, however, for an individual's actions or decisions made in the course of his or her university activities to be determined or substantially influenced by considerations of personal financial gain. Such behavior calls into question the professional objectivity and ethics of the individual and also reflects negatively on the employing university. State universities are institutions of public trust; faculty and staff members must

respect that status and conduct their affairs in ways that will not compromise the integrity of the university.

Except in a purely incidental way, university resources, including but not limited to facilities, materials, personnel (including students), or equipment, may not be used in external activities unless written approval has been received in advance from the direct supervisor and the Dean of the School of Medicine. Such permission shall be granted only when the use of university resources is determined to further the mission of the institution. When such permission is granted, the faculty member will make arrangements to reimburse the University for institutional materials, facilities or services used in the external activity.

Proprietary or other information confidential to the School or the University may never be used in external activities unless written approval has been received from at least the direct supervisor and the Dean of the School of Medicine. Approval may entail the entire University administrative channel depending on the information being requested to be used.

University personnel shall not involve university students, university staff or university faculty in their external activities if such involvement is in any way coerced or in any way conflicts with the involved participants' required commitment of time to their university. For example, a student's grades or progress toward a degree may not be conditioned on participation in a university employee's external activities.

c. **Consulting and Other Employment**

- i. Consulting for other state agencies shall be approved in advance. For members of the faculty, the University permits and encourages some personal professional activity outside the faculty member's total professional responsibilities of employment provided that the activity:
  - a) further develops the faculty member in a professional capacity;
  - b) does not interfere with the faculty member's teaching, research and service to the institution; and
  - c) is consistent with the objectives of the institution.
- ii. Regular instructional service to other educational institutions is normally regarded as inappropriate and thus generally prohibited.
- iii. Without prior approval, faculty members on full time appointments shall not have significant outside managerial responsibilities nor act as principal investigators on sponsored projects that could be conducted at their institution.

**d. Other Employment**

The Board of Regents expects faculty employed by NSHE to give full professional effort to their university duties and assignments. It is, therefore, considered inappropriate to engage in gainful employment outside the state university that is incompatible with institutional commitments.

It is inappropriate to transact business for personal gain unrelated to the university from one's institutional office, or at times when it might interfere with commitments to the university. Participation in academic conferences, workshops and seminars does not usually constitute consulting or outside employment. However, organizing and operating such meetings for profit may be construed as consulting or outside employment as defined in this policy.

**3. Political Activity and Lobbying**

**a. Political Activity**

Nevada Revised Statutes regarding Political activities ([NRS 284.065](#), [284.155](#)) specifies that, “*Employees may vote as they choose and express their political opinions on all subjects without recourse, except that no employee may:*

- 1. Directly or indirectly solicit or receive, or be in any manner concerned in soliciting or receiving, any assessment, subscription, monetary or nonmonetary contribution for a political purpose from anyone who is in the same department and who is a subordinate of the solicitor.**
- 2. Engage in political activity during the hours of his or her state employment to improve the chances of a political party or a person seeking office, or at any time engage in political activity to secure a preference for a promotion, transfer or increase in pay.**

The campus Partisan Political Activity Policy specifically states that “nonpartisanship and neutrality will govern the University at all times in its relationship with elected officials or persons campaigning for public office.” It also states, “UNLV campus mail and email will not be used to distribute political materials in any form. This applies to both members and nonmembers of the University community.”

**b. Lobbying Regulations**

NSHE Policy, Title 4, Chapter 1, Section 24.1 & 24.2 stipulate:

- 1. “A member institution or special unit of the System may not engage the services of an independent entity or person to perform lobbying services within the State of Nevada without obtaining the prior approval of the chancellor.**

2. *A member institution or special unit of the System may not assign an employee to perform lobbying duties without obtaining the prior approval of the chancellor. If approved by the chancellor, the employee must be officially registered as a lobbyist with the State of Nevada. The chancellor may revoke approval at any time.*

Any faculty efforts to support or oppose either legislation or regulatory action that ties the identity of the faculty member to the University should only be carried out after consultation with the Office of Vice President for Government Affairs. All expenditures made to entertain, or otherwise influence, legislators or other state officials should be reported before the fact to the President's Office.

#### **4. Use of University Name**

The name of university name may never be used as an endorsement of a faculty member's external activities or by any outside entity for any purpose without expressed and advance written approval of the President. Faculty members may list their institutional affiliation in professional books, articles and monographs they author or edit and in connection with professional workshops they conduct or presentations they make without securing approval.

#### **C. Alleged Misconduct**

1. An alleged instance of misconduct by a faculty member is initially directed to the department chair or associate dean and then to the dean. The alleged instance of misconduct may result in a verbal admonition to improve or change one's behavior and specific comments describing the nature of the misconduct and the need for improvement in the annual performance evaluation. Repeated negative comments concerning a faculty member's performance in the annual evaluation may trigger further due process measures such as those outlined in Title 2, Chapter 6 of the NSHE Code.
2. Instances of misconduct may result in a recommendation by the Dean of the School of Medicine to the Executive Vice President and Provost that the faculty member be disciplined or dismissed in accordance with university and NSHE policy.
3. The following sanctions are applicable to faculty of the NSHE for conduct prohibited by Section 6.2 of the NSHE Code. Depending on the seriousness of the misconduct, these sanctions may be imposed in any order.

**Warning.** Notice, oral or written, that continuation or repetition of prohibited conduct may be the cause for more severe disciplinary action.

**Reprimand.** A formal censure or severe reproof administered in writing to a person engaging in prohibited conduct.

**Restitution.** The requirement to reimburse the legal owners for a loss due to defacement, damage, fraud, theft or misappropriation of property. The failure to make restitution shall be the cause for more severe disciplinary action.

**Reduction in Pay.** A reduction in pay may be imposed at any time during the term of an employment contract upon compliance with the procedures established in this chapter.

**Suspension.** Exclusion from assigned duties for one or more workweeks without pay, as set forth in a written notice to the employee. The phrase "workweek" has the meaning ascribed to it in the Fair Labor Standards Act; 29 U.S.C. § 207(a).

**Termination.** Termination of employment for cause. A hearing held under the procedures established in Section 6.11 and other applicable provisions of this chapter shall be required before the employment of an employee may be terminated for cause.

## **Part 4. Review and Evaluation of Faculty and Administrators**

### **A. Faculty**

The University of Nevada, Las Vegas School of Medicine is not only committed to recruiting excellent faculty but, also to ensuring the excellence of their performance. Hence, we are dedicated to faculty development. The practice of regular, rigorous faculty review is part of the University's commitment faculty development and to providing support to all its faculty. Therefore, every (tenured and non-tenured) faculty member's performance is subject to annual review.

#### **1. Individualized Goals/Expectations**

The University of Nevada, Las Vegas School of Medicine provides for differential allocations of effort among faculty in the areas of their academic responsibilities. Individually prescribed allocation of effort is provided in the offer letter on hire and may be modified based on the mutual agreement between the faculty member and the chair and the approval of the Dean.

Annual review and evaluation is made on the basis of individualized allocation of effort within the unit's established responsibilities and mission.

#### **2. Evaluation**

##### **a. Process**

- i. Each faculty member's academic performance shall be evaluated annually by the department chair with input from additional sources as appropriate. Evaluation is conducted according to criteria and methods established by the School of Medicine and the Department for teaching and education, research and scholarly activities, clinical activities, and academic and professional service. Feedback is also given to the faculty member on career development.

Each school will develop and systematically review and approve its faculty evaluation system and statements defining the expected level of performance required to meet faculty academic responsibilities at least once every five years.

Department criteria for evaluating faculty performance should describe performance indicators in relation to each descriptor within the NSHE four-point performance scale (Excellent, Commendable, Satisfactory and Unsatisfactory) for each workload area and for each faculty track (tenure-track, clinician educator, clinical faculty, research faculty, and faculty-in-residence).

Tenured faculty (Rank III and Rank IV) work performance will be evaluated using a two-point scale (Satisfactory and Unsatisfactory). Departments should describe performance indicators using this scale for each workload area.

- ii. Annually, for the purpose of performing the evaluation, the chair or immediate supervisor shall request faculty to complete the School of Medicine annual work performance report form using information from the preceding year. Multiple sources of information are auto-populated

on the form in each work performance area by the School. Faculty will provide additional information as needed and include a self-evaluation and performance goals in each area of his/her assigned workload and submit the form to the Chair or supervisor on or before the department specified due date.

- iii. The chair or immediate supervisor will schedule a performance evaluation meeting with each faculty member to review the self-evaluation in relation to the supervisor's evaluation, discuss performance goals, and strategies to support the growth and development of the faculty member. During the annual evaluation, the department/school administrator will discuss expectations for the future and will also review the assignment of differential effort with the faculty member and decide what changes are appropriate and practical if any.
- iv. The written administrative evaluation of the faculty member's performance during the preceding year will be provided to the faculty member prior to its final adoption and placement into the faculty member's faculty file.
- v. Faculty who disagree with their evaluation may complete a written response to his or her annual evaluation which shall be attached to the annual review and/or request peer review in accordance with School of Medicine and UNLV Bylaws.

### **3. Performance Improvement**

If the evaluation reveals that a faculty member's performance is unsatisfactory in one or more areas, the written administrative evaluation shall provide sufficient detail to describe the problem(s) with performance and additionally provide a specific plan for remediation.

This remediation plan may include provisions for faculty development, such as School or campus opportunities faculty development, reassignment of duties, or a change in assignment(s). The chair/immediate supervisor or faculty member may request assistance from the Associate Dean for Faculty Affairs or University administration assistance in constructing the remediation plan, including provision for additional resources where needed.

A faculty member may reject any plan for remediation but the faculty member must understand that failure to meet academic responsibilities based on articulated performance criteria will lead to disciplinary sanctions established in Section 6.3 of the Nevada System of Higher Education Code.

**4. Principles and Guidelines for Promotion and Tenure (Please see Criteria for Promotion document; Faculty Resources Drive)**

**a. Principles**

- i. The awarding of tenure to a faculty member is the most critical point in the process of selection and reward for achievement that maintains and improves the quality of the faculty. The review of candidates for tenured appointment, beginning at the department or unit level and moving through channels to the university level, must be a careful and deliberate examination to determine if the standard of excellence for the award of tenure has been attained. The same considerations apply to recommendations for promotion in rank. The criteria for tenure and promotion are teaching, research, and service. The award of tenure will take into account any prior service credited but will be based largely on evidence of achievement since joining the faculty. Promotion to a new rank must be based principally upon evidence of achievement in accordance with department, school, and university standards and in relation to the last promotion or, for a person's first promotion, since the initial appointment to the faculty.
- ii. **Teaching.** Teaching is a prime responsibility of the University. For promotion to a higher professorial rank, evidence of effective teaching must be furnished. This evidence may take several forms and will include both student and peer evaluations. Department or unit standards should provide procedures to evaluate teaching to ensure an equitable and substantive review process (e.g., individuals in the same field should be evaluated by the same means).

Teaching excellence requires continual application and effort. The faculty member must keep abreast of not only new developments in his or her field but also in related fields. The faculty member must maintain credentials as a scholar so that he or she is part of the creative process by which the frontiers of knowledge are continually being expanded and translated into the education of students.

The faculty member should be enthusiastic about his/her discipline and should be able to communicate this enthusiasm to the students, thus stimulating both the faculty member and the students to greater achievement. The University prides itself on having exceptional faculty members whose merit and service to the University in teaching earn them a well-deserved place of honor and respect in the institution. However, this criterion alone, to the exclusion of consideration of the other criteria, does not serve as a basis for promotion or tenure.

- iii. **Research.** A faculty member's accomplishments and contributions as a scholar bring vital recognition to both the individual and the University. The University exists to create, preserve and transmit knowledge, and scholarly productivity is an integral and indispensable part of its role as an educational institution. Promotion in professorial rank is a testimony and recognition of professional competency and productivity. The standards for measuring scholarly and creative productivity cannot be applied uniformly throughout the University.

In many areas, the evidence for competence is research conducted by the faculty member, the results of which are submitted for professional evaluation, review and criticism to peers through recognized processes then disseminated through established media. In those areas, publication in refereed journals and in books is the most significant measure of scholarly productivity. Competitive awards and grants from agencies of national standing are equally critical and required for those in the research faculty track. Local, regional or internal grants and contracts are also valuable but generally not as prestigious.

Scholarly productivity can also take the form of preparation of published reports, studies, and other material for governmental agencies and non-governmental organizations concerned with the operation, evaluation, or improvement of the discipline. Participation in symposia, conferences, and professional meetings is another outlet for publicizing and testing the results of one's research. Members of professional or practitioner-oriented disciplines share scholarly obligations with the rest of the faculty. However, in cases where administrative or clinical responsibilities involve a disproportionate amount of the candidate's time, the required extent of written scholarship may be modified. Some measure of scholarly productivity may be demonstrated through the results of professional consulting, but these activities are insufficient of themselves.

In terms of research, the award of tenure, promotion to assistant professor, or promotion to associate professor should be based on sufficient evidence of scholarly productivity to document a successfully developing career. For promotion to professor, evidence must be conclusive that this objective has been realized; consequently, the record of scholarly and creative productivity should be substantially greater than that expected at the lower ranks. Continuing productivity from the time of one's formal entry into a professional academic career is expected. As in the case of service and teaching, excellence in research alone is not sufficient to ensure promotion.

- iv. **Service.** Service is expected and encouraged and is to be recognized. Service is of several kinds. Extramural activities in professional organizations and in public bodies are an important means of bringing prestige to the University. It adds to the professional competence of the individual, provides contact with a larger circle of peers, and brings greater visibility to the University. Outreach activities are not necessarily restricted to service but may contribute to any of the areas of faculty endeavor. At the University of Nevada, Las Vegas School of Medicine, service also consists of patient care, direct and indirect. Faculty governance and committee participation are other forms of service.

Administration is essential to institutional well-being; therefore, administrative service is another form of contribution a faculty member may make to the University. Administrators, however, must meet the standards of academic excellence.

As with teaching and scholarship, service must be evaluated as to quality as well as quantity, with respect to its contribution to the University in the performance of its mission. Since neither service nor administrative duties alone may serve as the basis for promotion, faculty members should be cautioned against taking on greater proportions of service activity than the assigned percent allocation of time.

- v. In most cases, a period of six years in appointment rank is expected, although faculty may elect to be considered for promotion sooner. In cases of early tenure and promotion, the faculty member must submit his/her CV and the [requisite form](#). The form must be signed by the department chair and Dean and submitted to the Executive Vice President and Provost.

vi. The criteria for tenure and the criteria for promotion for all faculty tracks are expected to be defined by each Department in such a way that their fulfillment gives the higher ranks dignity and stature and identify promotion as an acknowledgement of professional accomplishment in one's discipline. The added prestige and recognition that promotion and tenured status based upon such standards confers on an individual is highly beneficial, indeed essential, to the morale and luster of our faculty and University. Tenure nor promotion are automatic for a faculty member. They must be earned.

**b. Guidelines – Promotion**

The following guidelines and criteria for promotion apply to all faculty at the University of Nevada Las Vegas, School of Medicine.

i. Promotion to assistant professor, associate professor, or professor is made on the basis of meritorious performance as described in guidelines provided by department, School, and University guidelines. The University of Nevada, Las Vegas School of Medicine, at all times, seeks to attract, retain and reward the faculty member who consistently performs effectively as a faculty member-scholar. In addition, the University of Nevada, Las Vegas seeks to recognize service that faculty members may contribute to the University, the community, the state or the nation through their clinical endeavors and research activities. Academic promotion is an important means of acknowledging such performance and service. It is awarded for achievement, not for mere length of service or as an incentive to greater effort.

Assistant professors must be considered for promotion after a period of not more than six years in this rank. An associate professor is normally expected to be in rank for five years prior to applying for promotion to professor. In exceptional circumstances an application for promotion may be considered earlier.

ii. Recommendations for promotion originate in the department through review of the department personnel committee and department chair and are forwarded to the School of Medicine's Faculty Appointments and Promotion and Tenure committee. This committee makes its recommendation to the Dean. The Dean's recommendation is forwarded to the Executive Vice President and Provost. The Executive Vice President and Provost's recommendations are then sent to the President for final action. Faculty wishing to pursue appeal should follow the procedures outlined in the UNLV Bylaws Chapter 3, Chapter 6.

### **c. Guidelines – Tenure Policy**

- i. Only faculty with appointments as academic faculty as defined in Chapter I, Section 4.1.1 of the UNLV Bylaws and who are in Rank II or above, are eligible for tenure. Administrators are eligible for tenure only in the capacity of academic faculty. The total probationary period for all academic faculty eligible for such appointment shall not exceed seven years of uninterrupted full-time employment in Ranks I through IV. An assistant professor is normally considered for tenure and promotion at the beginning of the sixth year but may be considered earlier in exceptional circumstances.
  - a) The probationary period may be reduced at the time of appointment by the president if it has been determined that the faculty member has served a partial probationary period at a comparable institution and such reduction is in the best interest of the institution. Up to three years of uninterrupted full-time employment in the former position may be counted.
  - b) Consistent with provisions of federal law (Pregnancy Discrimination Act and Family and Medical Leave Act), a presumption will be made that a request for an extension of the probationary period (and a delay of the tenure review beyond the sixth year) by a faculty member who is pregnant will be granted by the president. This presumption applies only to the extension of the tenure review and carries with it no presumption of the extension of medical leave, paid or unpaid, in the case of pregnancy. (See also Summary of NSHE Policies and UNLV Practices for Faculty Parental Leave.)
  - c) The ‘tenure clock’ may be extended by one year prior to the sixth year for unexpected special and extenuating circumstances per request of the faculty member, chair, and dean to the Executive Vice President and Provost.

A faculty member seeking an extension of the probationary period beyond the sixth year shall initiate the request using the Tenure Flexibility Form: Extension of Probationary Period and submit the request with a current curriculum vita to the chair, director or associate dean. Deans shall forward all requests to the provost by the first business day of April of the year prior to the scheduled review cycle.

- d) In exceptional cases, the President may hire faculty members with tenure without their having completed a probationary period.
- e) Tenure shall not be de facto awarded based on the length of time a faculty member has been on the tenure track. Adherence to this policy is a necessary condition precedent to tenure.

- ii. **Mid-Tenure Review.** In addition to the annual reviews conducted by chairs/directors and deans, every candidate will have a mid-tenure (pre- tenure) review at the mid-point of the probationary period. For the purposes of this review, the faculty committees, who will participate in the tenure decisions at the department level, will review the materials submitted by the candidate (including but not limited to annual reports, annual evaluations, and other appropriate materials) and advise the chair in writing of their opinion of the candidate's progress toward tenure in terms of the criteria set forth in the Code, the University, and the School. The chair will review the faculty member's progress toward tenure in writing and report the determination of the department committee to the faculty member and to the dean. If the committee or the chair deems the progress toward tenure as unsatisfactory, the committee and/or the chair may recommend remediation or recommend non-reappointment.

At the School level, the Faculty Appointments and Promotion and Tenure Committee will review the materials submitted, along with the department committee and chair's assessment, and provide the dean with their determination about the progress of the faculty member toward tenure. The committee may suggest remediation or recommend non-reappointment. The dean may, after conferring with the chair and/or the faculty committees, recommend remediation or non-reappointment in a summary report to the Executive Vice President and Provost. When the likelihood of meeting tenure standards as defined in Nevada System of Higher Education Code Section 3.4.2 is negative, the member shall be notified in accordance with the Nevada System of Higher Education Code Sections 5.2.3, 5.2.4 and 5.9.1.

- iii. By September of each year, the Executive Vice President and Provost will distribute to the deans of schools a list of faculty members whose tenure status must be reviewed before the end of the current academic year.
- iv. For faculty members on the tenure track, a comprehensive review will be made by the department's personnel committee and the School's Faculty Appointments and Tenure and Promotion Committee at:
  - a) mid-cycle of their tenure-track appointment (by the end of the third year appointment). For those faculty hired with prior credit towards tenure, the mid-cycle review shall occur sooner.
  - b) the time formal application is made, usually in the fall of the sixth year of appointment.

v. The committees and their procedures shall be established in accordance with the decision-making procedures of the department and School. All members of the faculty subject to review shall be informed of the review and shall be advised on submit required supporting materials to substantiate qualifications. The recommendation of the departmental committee concerning the faculty member will be communicated in writing to the department chair (or comparable administrator). The chair will also forward the faculty recommendation to the dean, along with indication of concurrence or non-concurrence and comments.

d. **Recommendations for Promotion and Award of Tenure**

A notification from the dean's office will go to all members of the faculty early each year advising of deadlines for promotion and tenure including applicant dossiers, external letters of reference, faculty committee and department chair recommendations for submission to the School of Medicine Faculty Affairs office.

Each department and school shall make known to its faculty its criteria for evaluation. Written guidelines for the evaluation of faculty shall be developed and approved by the department faculty, consistent with the policy of the School.

- i. Each year, the department chair shall be responsible for reviewing the qualifications and performance of all members of the department's faculty. The department personnel committee shall conduct mid-cycle comprehensive review and mandatory tenure review of tenure-track faculty, and review of all non-tenure-track, and tenured faculty below the rank of professor who may be considered for promotion and/or tenure.
- ii. The School Faculty Appointments and Promotion and Tenure Committee shall review the qualifications of individuals being proposed for promotion, following the specific guidelines for promotion established by the School and shall make recommendations to the Dean.
- iii. The School Faculty Appointments, and Promotion and Tenure Committee will establish and publish review procedures. Recommendations from the school committee review shall be forwarded to the Dean. The Dean or his or her designee will forward his or her recommendation for promotion to the Executive Vice President and Provost. The Executive Vice Chancellor and the President must then approve the recommendation. However, if the dean or his or her designee denies promotion/tenure, he or she shall inform the faculty member of that decision in writing.

Within 15 calendar days after notification of such denial, the faculty may provide a written request to the department chair or dean who rendered the negative decision, asking for a statement in writing of the reasons for the denial. The response must be received within 15 calendar days after the appropriate administrator receives the written request for reasons. (See Nevada System of Higher Education Code, Chapter 5, Section 5.2.3.)

Within a two-week period, the faculty member may appeal the decision, on procedural grounds only (as defined in this Handbook and the school and departmental promotion and tenure guidelines), by writing a letter to the Vice Chancellor for Academic Affairs. Letters received by the Vice Chancellor of Academic Affairs appealing a promotion or tenure decision shall follow procedures outlined in Grievances and Appeals. (See Section VIII.I.)

- iv. All promotions and/or tenure become effective with the faculty member's next regular appointment (i.e., academic or fiscal year).

## **B. Administrators**

### **1. Chairs**

- a. Chairs will complete an annual report of the Department which shall include the following:
  - i. review departmental budgets;
  - ii. research and teaching awards to faculty;
  - iii. publications by faculty;
  - iv. service by faculty on departmental, school and hospital/clinic committees
  - v. the chair's perceived areas of strength and weakness within the department's operations;
  - vi. a self-evaluation of performance as chair; and
  - vii. performance goals for the next academic year.
- b. The report will be submitted to the Dean and the Dean will prepare a written evaluation, and meet with each chair to discuss his/her review.
- c. To coincide with end of term and consideration for re-appointment, Chairs will be evaluated by the department at least once every three years:
  - i. The dean shall appoint a department committee and designate a chair. Membership on the committee shall include faculty, staff, and students from the department. A community member may also be appointed to the committee by the Dean.

- ii. The committee will develop and conduct a survey of department faculty and staff for the purpose of evaluating the chair. Consultation from appropriate individuals outside of the department and university should also be sought. In addition, the dean will make the chair's previous year's Department annual reports provided by the chair available to the review committee. The committee will use these sources to construct a report on the performance of the chair and make a recommendation to the dean to renew the appointment. Each committee member will sign the report and the chair will submit the report to the Dean.
- iii. This evaluation, when available, will also be included in the dean's annual review of the chair.
- iv. The Dean's recommendation to continue or suspend the chair's appointment will be submitted to the Executive Vice President and Provost and President.
- v. At any point in the term of a chair, he or she may be removed from office by the president. The Executive Vice President and Provost, dean, or department or school faculty may seek removal of a chair.

## **2. Dean**

- a. Annually, the Executive Vice President and Provost will conduct a performance evaluation of the Dean.
- b. In accordance with UNLV Bylaws, Chapter 3, Section 14.3, the Dean will be reviewed by the academic and non-academic faculty within the unit no less than once every three years. The procedures that will be used are as follows:
  - i. Through an open nomination process, the School shall elect a review committee comprised of six members consisting of four academic faculty – all from different departments and two administrative faculty.
  - ii. In fulfilling their obligations, the committee members are expected to review the dean's record and performance over the period under consideration in both academic and administrative matters. Strengths and weaknesses in the following areas will be examined:
    - Leadership
    - Provision of a climate that encourages scholarship, teaching and research
    - Medium- and long-range planning
    - Setting and achieving academic and budgetary priorities
    - Promotion of diversity initiatives
    - Interactions with faculty, staff, senior administration, students, other schools and faculties and outside constituencies
    - Business management
    - Response to findings of earlier review (if applicable)

- Representation of unit and institutional perspectives to internal and external constituencies
  - Any other relevant areas
- iii. In addition to faculty, students and administrators, the committee may wish to survey professionals in the field, alumni and other special groups. The committee should encourage frank and open comments from those it consults. Signed questionnaires and letters are preferable, but respondents may wish to remain anonymous and should be given that option.
- iv. It would be appropriate for the full committee or individual members to interview selected members of the constituencies and any individual who wishes to be heard. Careful notes should be taken of all interviews and should form part of the committee's permanent record.
- v. All documentation and interviews must be held in strict confidence, and all documents will be forwarded to the Office of Academic Affairs at the conclusion of the review.
- vi. The process of reviewing deans shall be as follows:
  - A current job description and curriculum vitae of the dean should be provided to the committee
  - The dean should provide the committee with a self-study that should:
    - provide a brief overview of the dean's administration, including the duties and responsibilities he or she was asked to undertake by the senior administration, and should include information about management "style," successes, weaknesses, and disappointments;
    - address the concerns he or she has about the academic unit;
    - enumerate the goals he or she has set for the next five years and the means by which those goals will be reached
    - comment on any concerns raised during the previous performance review (if applicable).
- vii. The committee develop a faculty survey focusing on the performance of the dean. The survey will be distributed to faculty and administrative faculty within the School. The survey instrument will be returned to the Office of Faculty Affairs for tabulation. These results will be shared exclusively with the review committee.
- viii. The review committee will use these varied sources to construct a report on the Dean's performance. The committee's report will be submitted to the Executive Vice President and Provost.

## IV. Appendices

### Appendix A. Faculty Appointments Guidelines

	Summary Guidelines for Faculty Appointments in the School of Medicine					
	Tenured/Tenure-Track	Clinician Educator	Clinical Faculty	Faculty in Residence	Research	Adjunct
Appointment Titles	Professor, Associate Professor, Assistant Professor, Instructor	Professor, Associate Professor, Assistant Professor, Lecturer	Professor, Associate Professor, Assistant Professor, Lecturer	Professor in Residence, Associate Professor in Residence, Assistant Professor in Residence, Lecturer	Research Professor, Research Associate Professor, Research Assistant Professor, Lecturer	Professor, Associate Professor, Assistant Professor, Lecturer ; Clinical Professor, Clinical Associate Professor, Clinical Assistant Professor
Appointment Duration	Tenure Track - maximum seven years <u>probation</u> Tenure - Continuous	Initial appointments may be 1-3 years. Each new appointment term requires completion	Initial appointments may be 1-3 years. Each new appointment term requires completion	Initial appointments may be 1-3 years. Each new appointment term requires completion	Initial appointments may be 1-3 years. Each new appointment term requires completion	Initial appointments may be 1-3 years. Each new appointment term requires completion
Appointment Description	Faculty assigned workload in all three aspects of academia including teaching, research, and service.	Workload assignment in up to 70% or 7 one-half days in clinical service and additional assignments are in teaching and teaching	Workload assignment in up to 90% or 9 one-half days in clinical service and teaching. Faculty may have assigned time to research and scholarship.	Workload assignment of up to 80% teaching and/or education administration. Most faculty will also have some assigned time in academic and professional service.	Workload assignment of up to 80% research. Most faculty will also have some assigned time in research and scholarship and	Academic role in teaching, research or service as assigned.
FTE Allowed	Up to 100%	Up to 100%	Up to 100%	Up to 100%	Up to 100%	0 - Volunteer
Notice of Non-Reappointment	Yes - Depends on time in appointment. Refer to UNLV	Yes. Depends on time in appointment. Refer to UNLV	Yes. Depends on time in appointment. Refer to UNLV	Yes. Depends on time in appointment. Refer to UNLV Bylaws	Yes. Depends on time in appointment. Refer to UNLV	Yes. Depends on time in appointment. Refer to UNLV

## Appendix B. Administrator Guidelines for Selection

<b>Administrator Guidelines for Selection</b>					
	Center Director	Department Chair	Associate Dean	Vice Dean	Dean
<b>1. Announce Vacancy</b>	Dean	Dean	Dean	Dean	Provost
<b>2. Position Description</b>	Dean	Dean	Dean; Vice Dean; or Senior	Dean	Provost
<b>3. Search Committee</b>					
<b>A. Appointed By</b>	Dean	Dean in Consultation with the Vice	Dean; Vice Dean; or Senior Associate Dean	Dean	Provost
	At least two faculty from involved center; at least one director from an involved center; at least one community member	At least two faculty from involved department; at least one student, resident or fellow; may include community member	At least two Department Chairs; two faculty; at least one student, resident or fellow	At least two Department Chairs; two faculty; at least one Senior Associate or Associate Dean; at least one student, resident or fellow; may include a community member	Six Faculty Members Elected by the School of Medicine, one Dean or Director Appointed by the EVP&P (ex-Officio non-voting), one graduate student elected by the Graduate Student Association, one student democratically elected by
<b>B. Membership</b>					
<b>C. Committee Chair</b>	Designated by the Dean	Designated by the Dean	Designated by the Dean; Vice Dean; or Senior	Designated by the Dean	Designated by the Provost
<b>D. Convene 1st Meeting</b>	Dean	Dean	Dean; Vice Dean; or Senior	Dean	Chair of the Committee
<b>E. Charge and Scope</b>	Dean	Dean	Dean; Vice Dean; or Senior	Dean	Provost
<b>F. Clerical Support</b>	Dean's Office	Dean's Office	Office of the Dean, Vice Dean or Senior	Dean's Office	Provost's Office
<b>G. Search Funding</b>	Dean's Office	Dean's Office	Dean's Office	Dean's Office	Provost's Office
	Search committee; faculty involved in the center; other individuals recommended by the committee and approved by the Dean	Search committee; faculty from the department; other individuals recommended by the committee and approved by the Dean	Search committee; at least two department chairs; other individuals recommended by the committee and approved by the Dean, Vice Dean, or Senior Associate Dean	Search committee; at least two Department Chairs; the Senior Associate and Associate Deans; the Dean	President, EVP&P, Search Committee; Vice Dean, Dean's Staff; Senior Associate and Associate Deans, Department Chairs,
<b>H. Interview with</b>					
<b>I. Recommendation for Hire</b>	Committee provides 3 unranked candidates to	Committee provides 3 unranked candidates to	Committee provides 3 unranked candidates to	Committee provides 3 unranked candidates to	Committee provides recommendation to the
<b>5. If Search Fails</b>	Dean re-initiates search	Dean re- initiates search	Dean; Vice Dean; or Senior Associate Dean	Dean re-initiates search	Provost re- initiates search
<b>6. Decision</b>	Dean	Dean	Dean; Vice Dean; or Senior	Dean	Provost
<b>7. Approval</b>	VPR, Provost, & President	EVP&P and President	Dean, EVP&P and President	EVP&P and President	EVP&P and President