

Howard University

College of Medicine
Bylaws & APT Criteria

Approved by the Board of Trustees June 5, 2026

Table of Contents

- I. Bylaws of the Faculty
- II. Faculty Honor Code on Professionalism and Ethics
- III. Appendix A: AAUP Statement on Professional Ethics
- IV. Appendix B: The Hippocratic Oath
- V. Appendix C: The Oath of Maimonides
- VI. Appendix D: American College of Surgeons Fellowship Pledge
- VII. Appendix E: American College of Physicians Pledge
- VIII. Appendix F: Declaration of Geneva
- IX. Appendix G: Principles of Medical Ethics
- X. Appendix H: AAMC Statement on Professional Responsibilities
- XI. Appendix I: Protocols Governing the FHSAC
- XII. Appendix J: Resources
- XIII. Criteria for Appointment, Promotion and Tenure

Bylaws of the Faculty and Faculty Honor Code College of Medicine

BYLAWS OF THE FACULTY OF THE HOWARD UNIVERSITY COLLEGE OF MEDICINE

PREAMBLE

The College of Medicine is the division of the University whose faculty is authorized by the Board of Trustees to select and prepare individuals for careers in medicine, public health and the biomedical sciences.

ARTICLE I

Section 1. Philosophy of the College of Medicine

The philosophy of the College of Medicine incorporates the following guiding principles: (1) Fidelity to our mission and a strong and confident belief in our work; (2) Excellence and integrity in all that we undertake--teaching, research, and service; (3) Leadership in medical education and health care, especially for African Americans, other minorities, and the economically disadvantaged; (4) Service to our community, the nation, and the world through public health programs, medical care, and health education; (5) The unrelenting pursuit of knowledge through research and life-long learning; and (6) A commitment to diversity among faculty, staff and students and to ensuring a respectful and ethical academic environment.

Section 2. Goal

The goal of the Howard University College of Medicine is excellence in teaching, research and service, the achievement of which will place us as a medical school of the first rank.

Section 3. Name

The name of this assembly shall be the Faculty of the College of Medicine.

ARTICLE II

OBJECTIVE

The objective of this faculty shall be to provide the environment in which students of the health professions and biomedical sciences are prepared for advanced training in their fields and careers in clinical practice, teaching, and/or research.

ARTICLE III

MEMBERS

In order to attain the goal of the College of Medicine, its academic governance is delegated by the Board of Trustees and the President of the University to the Dean and the faculty through the Provost and Chief Academic Officer.

Section 1. The Faculty of the College of Medicine

The faculty of the College of Medicine shall be comprised of all persons who hold academic positions in the College of Medicine as defined in the *Howard University Faculty Handbook*

(herein after referred to as the “*Faculty Handbook*”). Those members of the faculty who shall have the right to vote in the Faculty Senate of the College of Medicine are enumerated in Section 2 below. The faculty shall participate in the formulation of academic policies through the Faculty Senate of the College of Medicine and shall share in the development and implementation of programs in teaching, research, service and administration through the departmental organization of the College of Medicine as defined in subsequent Articles of these Bylaws. There are three tracks for faculty: (1) Tenure, (2) Clinical Educator, and (3) Research.

Section 2. Faculty Senate of the College of Medicine

The Faculty Senate of the College of Medicine shall be composed of the President of the University, ex officio; the Senior Vice President for Health Sciences, ex officio; the Provost and Chief Academic Officer, ex officio; the Dean; the Associate and Assistant Deans; Center Directors; Professors, Associate Professors and Assistant Professors who have either full-time appointments or part-time appointments on a one-half time or greater basis; and full-time instructors who are appointed for a term of one year or longer. Each member of the Faculty Senate of the College of Medicine shall have the right to cast one vote for each item that is put forward for voting purposes. The Faculty Senate of the College of Medicine shall formulate policies and procedures, and make rules as may be necessary for implementing these policies and procedures, pertaining to the education, research, and service activities of the College of Medicine. The Faculty Senate of the College of Medicine shall also recommend for graduation candidates for the Doctor of Medicine degree and the Master of Public Health degree in accordance with the policies and regulations of the University. The Dean shall be the presiding officer of the Faculty Senate of the College of Medicine.

Section 3. Appointments, Promotions, and Tenure

The academic rank of members of the faculty is dependent upon professional competence and productivity and is based on such criteria as teaching ability, scholarly productivity, participation and leadership in professional societies, public and community service, clinical practice (if applicable), and service to the College of Medicine and University at large. These criteria shall, every five years, be updated by the faculty. Policies and procedures concerning Appointments, Promotions, and Tenure are outlined in the *Faculty Handbook* and further specified in the APT documents promulgated by the college and each department.

ARTICLE IV

MEETINGS

Section 1. Faculty Senate of the College of Medicine

The Faculty Senate of the College of Medicine shall hold at least four (4) regular meetings each year. Additional meetings may be called by the President of the University, the Dean, or upon the signed request of forty (40) members of the faculty. The business of the Faculty Senate of the College of Medicine shall be conducted in accordance with *Roberts Rules of Order, Newly Revised*. The quorum for any meeting of the Faculty Senate of the College of Medicine shall be forty (40) voting members.

Section 2. Voting Rights and Procedures

Faculty members who are not members of the Faculty Senate of the College of Medicine may attend meetings of the Faculty Senate of the College of Medicine but cannot vote. Voting shall be

by voice vote unless requested by any member to be counted by show of hands.

Section 3. Standing and Other Committees

Standing and other committees shall meet at least once each year unless specified otherwise under Article VI of these Bylaws; this provision also prescribes the composition, quorum and chair of these committees.

ARTICLE V

GOVERNANCE AND ORGANIZATION

Section 1. Governance

The immediate governance of the College of Medicine is entrusted by the Board of Trustees to the faculty.

Section 2. General Organization

The College shall be organized with a Dean as the chief administrative officer and with such Associate and Assistant Deans and academic and administrative units as are deemed necessary by the President, the Provost, or the Dean for the proper functioning of the College. Each unit shall be organized under a department chair; Center, Office, Institute Director; or equivalent administrator.

Section 3. Administrative Officers

A. Dean. The Dean shall be appointed by the President according to standard policies and procedures of the University. He/she shall represent the College of Medicine in its official relations. He/she shall be a member of all committees except the Committee on Promotions and Graduation; the Committee on Faculty Appointments, Promotions and Tenure; the Admissions Committee; Student Grievance Committee, the Honor Council, and the Sabbatical Leave Review Committee. The Dean shall appoint members to all committees not hereinafter prescribed. The Dean shall be the chief administrative officer of the College of Medicine with the twofold responsibility of being:

1. The agent of the President and the Provost and Chief Academic Officer in the observance and execution of the rules and regulations of the University and of special directives of the President and Board of Trustees.
2. The representative of the faculty, staff and students of the College of Medicine in the presentation of their problems and concerns to University authorities, and in promoting their rights and privileges.

B. Associate and Assistant Deans. The Associate and Assistant Deans shall be appointed or terminated on the recommendation of the Dean and shall serve at his/her pleasure. The Associate and Assistant Deans shall have full responsibility for the discharge of such duties and functions as the Dean may assign to them. An Associate Dean shall be the Secretary of the Faculty Senate of the College of Medicine and of the Executive Committee of the College.

Section 4. Departmental Organization

A. Structure and Function. A department shall consist of those members of the faculty appointed in one of the established disciplines. The administration of each department shall be the responsibility of a chair who will be directly responsible to the Dean. The chair shall be appointed by the President after recommendation by the Dean and the Provost and Chief Academic Officer. The Dean shall forward a recommendation to the Provost, after consultation with members of the department concerned. The Dean shall select the chair from nominations submitted by a search committee appointed in accordance with the *Faculty Handbook*. If the Dean deems it advisable to recommend a candidate not included on the list of nominees submitted by the search committee, he/she shall inform the department of the reason for departing from these procedures. The term of office for a chair is three (3) years and he/she shall be eligible for reappointment for an unlimited number of terms. The chair shall be the presiding officer of the department. The chair shall forward recommendations for appointment, reappointment, promotion, and/or tenure of faculty members within a department to the Dean, in accordance with the procedures specified in the *Faculty Handbook*. Each department shall have an Executive Committee, an Education/Curriculum Committee, and a Committee on Faculty Appointments, Promotions and Tenure (APT).

B. Executive Committee. Members of the Executive Committee shall be elected annually by the voting members of the department. Eligible Executive Committee members will be those who hold the rank of assistant professor, associate professor, or professor. When necessary, departments with less than six (6) members may draw committee members from other departments or make their own disposition of matters by vote of all full-time faculty members who are assistant professors, associate professors and professors of the department appointed for a term of one (1) year or longer. The chair of the department shall serve as chair of the Executive Committee. The Executive Committee shall be responsible for fulfilling its *Faculty Handbook* mandated roles in the review of the department's sabbatical leave applications and in disciplinary matters, as well as such matters as may be delegated to it by the chair and/or the voting members of the department except for matters that are delegated to the APT Committee.

C. Education/Curriculum Committee. The Education/Curriculum Committee shall be selected annually by the department. The chair of this committee shall be appointed by the chair of the department. This committee shall address issues relating to all academic programs in the department.

D. Appointment, Promotions and Tenure Committee. The composition of the APT committee shall be as defined in the *Faculty Handbook*.

E. Divisions. Departments embracing more than one sub-specialty or sub-discipline may be organized into two or more divisions on the basis of a recommendation submitted by the department chair with approval, by majority vote, of the full-time members of the faculty of the department. This recommendation must be approved by the Dean, the Provost and Chief Academic Officer, the President, and the Board of Trustees. Each Division shall be administered by a division chief who shall be directly responsible to the department chair. Division chiefs shall be appointed for a term of one (1) year, subject to reappointment annually for an unlimited number of terms, on the recommendation of the department chair, which will ultimately be submitted to the Dean.

F. Voting. The department shall have the fullest measure of authority consistent with College and/or University policy. The right to vote within the department shall only be enjoyed by all full-time instructors who are appointed for a term of one (1) year or longer, assistant professors, associate professors, and professors.

G. Responsibilities. Under the direction of its chair, each department shall be responsible for the formulation and implementation of teaching, research and service programs consistent with College and/or University policy. Departments and units shall collaborate, where appropriate, to implement academic, research, and service programs in the College of Medicine and Howard University Hospital.

H. Meetings. Departmental meetings shall be held regularly, at least every two (2) months; however, they may be held more often, as the chair of the department may see fit. The minutes of these meetings must be kept on file in the department for no less than three (3) years for review by the Dean, representatives of accrediting bodies, or other authorized personnel.

Section 5. Operating Units.

A. There shall be the following **departments** within the College of Medicine:

1. Anatomy*
2. Anesthesiology
3. Biochemistry and Molecular Biology*
4. Community Health and Family Medicine
5. Dermatology
6. Emergency Medicine
7. Genetics and Genomics*
8. Medicine
9. Microbiology*
10. Neurology
11. Obstetrics and Gynecology
12. Ophthalmology
13. Orthopedic Surgery
14. Pathology*
15. Pediatrics and Child Health
16. Pharmacology*
17. Physiology and Biophysics*
18. Psychiatry and Behavioral Sciences
19. Radiation Oncology
20. Radiology
21. Physical Medicine and Rehabilitation
22. Surgery

* These are considered basic sciences departments for the purposes of these Bylaws.

B. Centers and Institutes

Definition and Organization: Centers and Institutes must be approved by the Board of Trustees of the University and shall function as integral organizational units in the College of Medicine. They shall be established to focus attention on special educational interests and to conduct research, academic, or community-oriented projects of value for the College of Medicine and the University as a whole. They shall serve only when such an organization, and not traditional departments, will more adequately handle these special educational, research and other interests. A Center or Institute may reside within a department or may be an independent interdisciplinary unit residing outside of a department. Financial support for the operation of a Center or Institute shall be derived from extramural agencies and/or the University. The administration of each interdisciplinary center or institute shall be the responsibility of a Director who shall report directly to the Dean. The nomination of the director shall be based on recommendations from a combination of members within the center or institute, a search committee, and/or the Dean. The administration of centers or institutes within departments shall be the responsibility of a director who shall report directly to the department chair.

The following are centers in the College of Medicine:

1. Center for Sickle Cell Disease
2. Cancer Center

C. Offices

Definition and Organization: Offices do not function independently. They fall under the supervision of the Dean and/or an Associate or Assistant Dean and support the needs of one or more areas of operation in the College of Medicine or the University.

These offices are:

1. Office of Continuing Medical Education
2. Office of Medical Education
3. Data Analysis Center
4. Curriculum Office
5. National Human Genome Center
6. Safety Office

Section 6. New Academic Units

A. Organization and Function of New Academic Units. The establishment of new units (herein defined as departments, centers, or institutes) must be based upon the appropriateness of the new unit for the overall program and purpose of the College of Medicine.

The following criteria shall be considered essential for the establishment of new academic units in the College of Medicine:

1. New Departments. The proposal for formation of a new department from a sub-unit or sub-discipline (i.e., a division of a department) already in existence in the College of Medicine must demonstrate that (1) the unit or discipline cannot function or grow in its present organizational

structure and (2) the unit or discipline does not easily align itself within existing departments. The proposal for a new department involving a new discipline must also show that its functions do not already exist under a currently existing department(s) located within the College of Medicine.

2. New Interdisciplinary Centers and Institutes. These Centers and Institutes are expected to be conceived primarily on the basis of a major broad program of research, training and service. The proposed Center and/or Institute must involve an interdepartmental organization designed to fulfill the specific aims of the program involved. Any proposal for establishment of such units within the College of Medicine must be supported by a well-defined program outline and strategic plan that includes goals and objectives for research, graduate and postgraduate training, and teaching. A core segment of staff and activities commensurate with the purpose of the Center or Institute must be clearly articulated and the potential for executing the primary functions of the unit must be detailed within the proposal.

B. Procedure for Establishing a New Academic Unit

- 1. Initiation of the Request.** A proposal must be prepared by an initiating individual or group and submitted, in writing, to the Dean. The proposal must include the following information:
 - a. **Program:** A well-defined program of teaching, service, research, and/or graduate and post-graduate education, including goals and objectives.
 - b. **Need:** Justification of the need for the new unit; this justification must specify the reasons why the proposed program will significantly improve teaching, research and service programs in the College of Medicine.
 - c. **Staffing:** Evidence demonstrating that there exists a core group of faculty and staff commensurate with the proposed new academic unit.
 - d. **Funding:** Evidence of sustainable financial support from extramural sources and/or the University, including in-kind support. This financial support must also be consistent with the finance and budgeting policies and procedures of the University.
 - e. **Departmental Support:** Evidence of support of the chair and faculty in the department, if applicable, where the discipline is presently based.
- 2. Dean's Recommendation.** Upon review, the Dean shall review the proposal and will make a recommendation to the Executive Committee within six (6) months of receipt of the proposal.
- 3. Review of the Proposal by the Executive Committee.** The Executive Committee shall consider the proposal and the recommendation of the Dean. If the proposal is approved by the Executive Committee, it shall then be presented to the faculty for action. If the Executive Committee denies the proposal, it shall present its decision to the faculty for information and also inform the proposer(s) of the decision and provide an explanation regarding why it was denied.
- 4. Review of the Recommendation by the Faculty Senate of the College of Medicine:** If the faculty approves the proposal, the Dean will then forward the faculty's recommendation to the Provost and Chief Academic Officer for his/her recommendation; the Provost and

Chief Academic Officer will then forward the recommendation to the President and Board of Trustees for final action.

ARTICLE VI

COMMITTEES

Section 1. Standing Committees

The College of Medicine shall have the following standing committees:

- a. Admissions Committee
- b. Student Career Advising Council
- c. Committee on Accreditation Standards and Compliance
- d. Committee on Awards for Faculty and Staff
- e. Committee on Committees
- f. Committee on Curriculum and Schedules (Curriculum Committee)
- g. Committee on Faculty Appointments, Promotions, and Tenure
- h. Committee on Special Programs
- i. Committee on Student Promotions and Graduation
- j. Readmission and Advanced Standing subcommittee
- k. Committee on Student Recruitment
- l. Executive Committee
- m. Financial Aid Committee
- n. Graduate Education Committee
- o. Planning Committee
- p. Research Committee
- q. Sabbatical Leave Review Committee
- r. Student Grievance Committee
- s. Student Honor Council
- t. Committee on Promoting Professionalism

All members of the aforementioned committees shall be elected or appointed annually as prescribed by these Bylaws, unless specified otherwise. There is no term limit. The minutes of all committee meetings shall be maintained in the Office of the Associate Dean for Academic Affairs. The chairs of each committee must submit the minutes of each meeting to said office within two (2) calendar weeks of the meetings, preferably in an electronic form.

a. Admissions Committee

The Admissions Committee shall be composed of the Associate/Assistant Dean for Student Affairs and Admissions, the Admissions Director, and other members of the faculty recommended by the Associate/Assistant Dean for Student Affairs and Admissions and approved by the Dean. This Committee composition shall include up to five (5) members of the Howard University Hospital house-staff, up to five (5) Howard University College of Medicine alumni, up to five (5) community physicians, and one (1) student representative elected from each of the four classes. The Associate/Assistant Dean for Student Affairs and Admissions shall serve as the committee chair. Committee members will conduct interviews of applicants, review their

qualifications, and recommend to the committee candidates for admission.

b. Student Career Advising Council

The Student Career Advising Council of the College of Medicine is responsible for the development and implementation of a program of centralized career counseling over the four (4) years of matriculation. The Council is composed of twelve (12) members including administrators, student representatives, and select faculty members from departments that have core clerkships as well as faculty from other departments. The Council is chaired by the Associate Dean for Student Affairs and Admissions. The faculty members of the Student Career Advising Council are appointed by the Dean of the College of Medicine. The Student Career Advising Council is staffed by the Program Coordinator from the Office of Student Affairs. The Council shall provide career choice guidance, assist students in applying for residency training programs and provide assistance and guidance to students who failed to secure positions through the National Residency Matching Program.

c. Committee on Accreditation Standards and Compliance

The Committee on Accreditation Standards and Compliance shall be composed of the following members ex-officio: Dean of the College of Medicine, all Associate and Assistant Deans, Chief Administrative Officer of the Faculty Practice Plan, Chief Executive Officer or designee of Howard University Hospital, and the chair of the curriculum committee. The following members are appointed annually by the Dean: four (4) faculty members (2 basic and 2 clinical sciences), and two (2) College of Medicine students. There is no term limit for faculty. Students may be reappointed until graduation as long as they are in good standing. The Dean or his/her appointed designee shall be the chair of the committee. The committee shall meet at least four (4) times each year and shall:

- Review all Liaison Committee for Medical Education (LCME) standards approximately once every two (2) years;
- Engage the Health Sciences Assessment Office, as necessary, to develop measurable outcomes for appropriate LCME standards;
- Provide continuous quality assessments of the LCME standards;
- Develop plans and recommend resource requirements to meet all LCME standards;
- Provide the College of Medicine executive committee, Provost and Chief Academic Officer, and the faculty with updates of its findings;
- Develop and maintain a repository of data necessary for reaccreditation by the LCME. The repository shall be secured in the office of the Associate Dean for Academic Affairs;
- Review questionnaires from the LCME before submission;
- Review the Association of American Medical Colleges (AAMC) annual Graduation Questionnaire and other outcome measures and make recommendations for changes.

d. Committee on Awards for Faculty and Staff

This committee shall be composed of faculty, staff and students appointed by the Dean. The Dean shall appoint the chair of the committee. The committee shall establish the criteria for selection of members of the faculty and staff to be conferred awards and shall make recommendations to the Dean regarding individuals to receive these awards.

e. Committee on Committees

This committee shall be composed of one faculty representative from each department, center, and

institute of the College of Medicine. These representatives shall be selected annually by each department, center, and institute. The committee shall serve as the nominating committee for the faculty with respect to those committees of the College of Medicine and University Faculty Senate whose members are elected by the faculty of the College of Medicine. The slate of nominees for University Faculty Senate Committees shall be submitted to the Faculty Senate of the College of Medicine in time to meet the deadline for submission of such nominees. The committee shall also periodically review the committee structure of the College of Medicine and advise the Dean of its recommendations. The Associate Dean for Academic Affairs shall convene the first meeting at which time the chair of the committee shall be elected.

f. Committee on Curriculum and Schedules (Curriculum Committee)

The committee shall consist of the following voting members: Five (5) of the members shall be faculty in basic science departments, and six (6) of the members shall be faculty in clinical science departments; a representative elected from the freshman class, the sophomore class, the junior class (who must be the Vice President of Education of the Student Council), and the senior class; the Associate/Assistant Deans for Academic Affairs, Medical Education, Clinical Affairs, Student Affairs and Admissions, and Graduate Medical Education; the Director of the Office of Curriculum; the Director of the Louis Stokes Health Sciences Library and the Director of the Clinical Skills Center and Simulation Laboratory. There shall be one (1) elected alternate student member from each class who shall be permitted to vote in the absence of the duly elected student member. The faculty members of the Curriculum Committee shall be nominated by the Executive Committee of the College of Medicine. Any faculty member, group of faculty members, or department may submit nominations of faculty to the Associate Dean for Academic Affairs who shall present such nominations to the Executive Committee for its consideration. The final list shall be presented to the faculty for approval, at which time nominations can be taken from the floor.

The term of membership for each faculty representative shall be three (3) years and no faculty member shall serve more than two (2) consecutive terms. After serving two consecutive terms, a faculty member may be reelected after sitting out one year. The student representatives shall serve one-year terms. The terms of the Associate/Assistant Deans and of the Directors shall coincide with their appointments to these positions. The Dean shall appoint the chair of the committee, who must be a member of the faculty.

It shall be the function of the Curriculum Committee to advance and recommend to the Dean for the adoption by the Faculty Senate of the College of Medicine, the medical curriculum best suited to the needs and resources of the College of Medicine and to periodically evaluate the effectiveness of the curriculum. The Curriculum Committee shall be responsible for monitoring the content provided in each unit, course, or clerkship to ensure that the educational objectives, as approved by the faculty, are achieved. The committee shall periodically evaluate the objectives, content, and teaching methods used for each segment of the curriculum. The committee must approve all new courses and shall approve academic schedules and calendars prior to their implementation.

g. Committee on Faculty Appointments, Promotions, and Tenure

This Committee shall consist of no less than seven (7) and no more than nine (9) members who will be elected by the faculty from among the segment of professors with indefinite tenure. No department or Center shall have more than one (1) representative on this committee. Chairs of

departments are not eligible to serve as committee members. The term of office shall be three (3) years. Elections shall be staggered so that at any given time, no more than three (3) committee members are elected or re-elected in any one year. Members can be re-elected for an additional term of three (3) years. After an absence of two (2) years, a member shall again become eligible to serve two (2) consecutive terms in office. This Committee shall evaluate candidates using the criteria specified within the *Faculty Handbook* as well as the college's Board of Trustees approved APT criteria and additional criteria established by each department and approved by the College of Medicine Faculty, regarding any candidate under consideration for appointment, reappointment, promotion and/or tenure within the specific department and the College of Medicine. The Dean shall convene the first committee meeting each academic year at which time the chair of the committee shall be elected by the members of the committee.

As stipulated in the Faculty Handbook, the college's APT criteria shall be reviewed for updating at a minimum of every five years.

h. Committee on Special Programs

The committee shall be composed of the Associate and Assistant Deans and members of the faculty and staff who shall be appointed by the Dean. This Committee shall serve as the planning committee for the Opening exercise of the College of Medicine, the Short White Coat Ceremony, the Long White Coat Ceremony, the Honors and Awards Program, the Honors and Oath Program, and other special programs at the request of the Dean. The Dean shall appoint the chair for each special program from members of this committee.

i. Committee on Student Promotions and Graduation

The Committee on Student Promotions and Graduation shall be composed of the Associate and Assistant Deans; the Directors or representatives of Centers and Institutes; and the chairs or representatives of all departments. The Associate Dean for Academic Affairs shall serve as chair and the committee shall meet at least five (5) times during each academic year. The committee shall have three (3) major functions:

- a. To recommend to the faculty students for graduation;
- b. To determine whether students shall be promoted or allowed to repeat an entire academic year;
- c. To determine whether students shall be dismissed from the College of Medicine.

j. Readmissions and Advanced Standing Subcommittee

This is a standing subcommittee of the Admissions Committee. This subcommittee shall be chaired by the Associate/Assistant Dean for Student Affairs and Admissions and shall be composed of members of Admissions Committee recommended by said Associate/Assistant Dean and approved by the Dean. The subcommittee shall make recommendations to the full Admissions Committee regarding:

- i. Whether students who are dismissed from the College of Medicine are allowed to be readmitted to the College and the conditions surrounding their readmission;
- ii. Whether transfer applicants shall be offered admission with advanced standing admission in the College.

k. Committee on Student Recruitment

This Committee shall be composed of the Associate Dean for Student Affairs and Admissions,

who shall serve as chair, the Director of Admissions, members of the faculty who shall be recommended by the Associate Dean for Student Affairs and Admissions and approved by the Dean, and one (1) student representative selected from each of the four classes. The functions of this Committee shall be (1) to develop recommendations regarding the most effective means of attracting highly qualified students and (2) to provide support to the student recruitment efforts of the College of Medicine.

l. Executive Committee

The Executive Committee shall be composed of the Dean who shall serve as chairperson; the CEO of Howard University Hospital, ex officio; the Associate Dean for Academic Affairs, who shall serve as Secretary; all other Associate and Assistant Deans; and nine (9) members of the faculty with indefinite tenure at the rank of associate professor or professor. The nine (9) faculty members shall include four (4) members from the basic sciences departments, four (4) members from the clinical departments, and one (1) member affiliated with an interdisciplinary center or institute. A department may have no more than one (1) representative. The term of office shall be three (3) years and elections shall be scheduled so that each year two or three members are elected. No faculty member shall serve for more than two (2) consecutive terms. After sitting out one year, a faculty member is eligible for reelection. The Executive Committee shall act on behalf of the faculty in the intervals between meetings of the faculty and shall serve in an advisory capacity to the Dean. Actions of the committee on behalf of the faculty shall be reported at the next meeting of the Faculty Senate of the College of Medicine. This committee shall also approve policies and procedures for the College of Medicine.

The committee shall meet at least six (6) times per year, or at the request of the Dean of the College of Medicine, or upon the written request of six of the nine faculty members serving on the committee. A quorum at any meeting of the committee shall consist of a majority of the members. The act of the majority of the committee members present at any meeting at which a quorum is present shall be the act of the Executive Committee. The Executive Committee may act without a meeting when polled by the Dean. The action so taken, whether in favor of or against the matter under consideration, shall require the vote of the majority of the members of the committee and shall be reported at the next regular meeting of the committee. Voting is done in person. In case of emergency and there is not sufficient time to call a meeting, voting can be done electronically.

The Executive Committee shall, in collaboration with the Office of the Provost and Chief Academic Officer, develop and coordinate the evaluation of the Dean as stipulated in the Faculty Handbook. Deans shall be evaluated by the faculty of their academic units, in writing, at least once every two (2) years; and the Executive Committee shall tabulate the results of the evaluation and submit a summary report and all completed evaluation rubrics to the Provost.

m. Financial Aid Committee

The Financial Aid Committee shall be composed of the Associate Dean for Student Affairs and Admissions, who shall serve as chair, the Financial Aid Manager, faculty members recommended by the Associate Dean for Student Affairs and Admissions and approved by the Dean, and one (1) student selected from each of the four classes. The function of this committee shall be to develop policies and criteria for awarding financial aid to students within the College of Medicine, consistent with University and Federal policies and regulations. The Committee shall also recommend procedures and practices to enhance the effectiveness and efficiency of the services

time the chair of the committee shall be elected by the members.

r. Student Grievance Committee

The Student Grievance Committee shall be composed of five (5) elected full-time faculty members (with no more than three (3) members being from either basic or clinical departments) and two (2) elected students (one sophomore and one junior) with two (2) additional faculty members and one (1) additional student elected to serve as alternates. In accordance with the *Student Grievance Procedures* specified by the Board of Trustees, as shown in the College of Medicine's Policies and Procedures Manual, the Student Grievance Committee shall hear the grievances of students in a forum involving concerned parties and shall submit a decision/resolution to the Dean in the form of a recommendation. The chair of the committee shall appoint a secretary who shall record the minutes for all meetings.

s. Honor Council

Student Members: The Council will consist of four (4) student members, one from each of the four classes, and four (4) alternates, one from each class. Students in years 2 through 4 (one member and one alternate each from years 2 thru 4) will be selected by the dean (or his/her designee) via a defined application process through the Office of the Dean. A student member from year 1 will be elected by the members of the first year class no later than three (3) weeks following the first examination of the year, or at the conclusion of the first month of classes, whichever is later. Student members are approved to serve as Council members, not as representatives of their class to the Council. Alternates are only called to serve in the event that their corresponding student member cannot serve because of a conflict of interest, and/or cannot serve for the full academic year, for a substantial portion of the year, or for the remainder of the year (e.g. if a student loses good academic standing, or is investigated on a violation of the Code or other student conduct policy). Once an alternate has been seated, that alternate will become a member of the Council for the remainder of the academic year, unless the need for that alternate was created by a sitting Council member's recusal because of a unique instance of conflict of interest (e.g. a student member who is a good friend of the accused, or a student or faculty member who is somehow involved in the Code breach).

Faculty Members: Eight (8) faculty members will be appointed by the Dean; six (6) of these shall be Council members and two (2) will serve as alternates in the event that one or more of the six cannot serve. No more than five (5) of the eight faculty members and alternates shall be from either a clinical or basic science department. Each member will serve a term of two (2) years, with the opportunity for two (2) terms of reappointment. Faculty members will be limited to three (3) consecutive terms (six years). They are eligible for reappointment after sitting out one year. An assistant or associate dean in the COM will function as administrative support to the Council indefinitely in order to facilitate communication among Council members and students/ faculty involved in an investigation. Vacancies which exceed the number of alternates will be filled by appointments made by the Dean.

Honor Council Leadership: The Chair will be one of the six faculty members of the Council. The Council will elect its Chair at the first meeting to be held at the beginning of each academic year. The 4th year student Council member will serve as the Vice Chair. With this responsibility in mind, the Vice Chair of the Council shall only be allowed two (2) electives outside of the Washington D.C. metropolitan area during their 4th year. The 3rd year student Council member will serve as

the Secretary to the Council and begin his or her term of office in July.
The Council shall adjudicate cases of complaints of violations of the Student Honor Code as shown in the Policies and Procedures Manual of the College of Medicine.

t. Committee on Promoting Professionalism

This committee is composed of five (5) members. There shall be four sub-committees: the Student Honor Council, Faculty Professionalism, Resident Professionalism, and Staff Professionalism. The chair of the sub-committees shall be appointed by the Dean, except the chair of the Student Honor Council who shall be elected by the members of the Honor Council; and all four chairs shall be members of the full committee. The Dean shall appoint the fifth member of the full committee who shall be the chair. The committee shall implement programs to promote a culture of professionalism in the College of Medicine. Unprofessional conduct or violations of an Honor Code shall be adjudicated by the respective sub-committee and reported to the full committee. The full committee shall report to the Dean and shall also provide annual reports, or more frequently if necessary, to the Committee on Accreditation Standards and Compliance. The term of office for the chair of the Honor Council shall coincide with his/her term on the Honor Council. The terms of office for the other chairs shall be three (3) years and each member may be reappointed for one additional term, but may be reappointed again after sitting out one year.

Section 2. Other Committees

Ad Hoc or special committees shall be appointed by the Dean as the Dean, the Faculty Senate of the College of Medicine or the Executive Committee when necessary.

Section 3. Chair

The chair of each Committee, unless otherwise specified, shall be elected annually by the committee from among its members by voice vote.

Section 4. Term of Office

Unless otherwise expressly provided for in these Bylaws, committee members shall serve three (3) year terms and shall be eligible for reelection or reappointment unless otherwise specified herein.

Section 5. Vacancies

Vacancies in the elected membership of committees may be filled by a majority vote of the remaining committee members until the next scheduled election by the faculty. The Dean may fill, by appointment, any vacancies in the appointed membership of committees. Such election or appointment shall not be counted as a term.

Section 6. Quorum

A. The quorum for any meeting of the following committees shall be a majority of the voting members:

1. Curriculum Committee
2. Committee on Faculty Appointments, Promotions and Tenure
3. Committee on Student Promotions and Graduation
4. Executive Committee
5. Sabbatical Leave Review Committee

6. Student Grievance Committee

B. In the absence of a quorum, the members of the committee who are present shall determine the date, time and place for the next meeting. One member who is present shall be identified to notify all voting members of the new date, time and place for the meeting. The members who are present at the rescheduled meeting shall constitute the quorum.

C. The quorum for all other committees not listed above shall be five (5) members or 25% of the members of the committee who are present at the meeting, whichever is greater.

Section 7. First Meeting

The Dean or his/her designee shall convene the first meeting for those committees for which a chair is not specified. The chair for each of these committees shall be selected during this first meeting. If the members of any committee fail to elect a chair, the Dean shall appoint the chair of the committee. Where a chair is specified, that individual shall convene the first committee meeting.

ARTICLE VII

MINUTES

It is the responsibility of the chair of each committee to ensure that accurate minutes of all meetings are taken. The chair or his/her designee shall forward one copy of each set of minutes to the Office of the Associate Dean for Academic Affairs within seven (7) calendar days following each meeting.

ARTICLE VIII

AUTHORIZATION AND REVISION

This document shall become effective when approved by the Board of Trustees. It may be revised by a two-thirds vote at any meeting of the Faculty Senate of the College of Medicine. Proposed amendments shall be forwarded to the faculty at least twenty-one days before the meeting of the Faculty Senate of the College of Medicine at which they will be discussed.

As stipulated in the Faculty Handbook, it shall be reviewed for updating at a minimum of every five years.

Revised on January 22, 2000

Revision approved by the Faculty Senate of the College of Medicine on October 16, 2006

Revision approved by the Faculty Senate of the College of Medicine on June 18, 2007 and approved by the Board of Trustees September 27, 2008

Revised on March 2014

Revision approved by the Faculty Senate of the College of Medicine on March 10, 2014.

Revised on April 12, 2024

Revision approved by the Faculty of the College of Medicine on May 22, 2024

rendered by the Financial Aid Office.

n. Graduate Education Committee

Committee membership shall consist of one (1) faculty member (who must have a faculty appointment in the Graduate School) from each graduate degree program offered by faculty of the College of Medicine and one (1) member from the Graduate School's administrative staff appointed by the Dean of the Graduate School. Each member shall be recommended by the chair of the respective graduate department or program to the Dean of the College of Medicine, who shall appoint a chair.

The functions of the committee include deliberations and recommendations regarding matters such as: (1) shared educational interests among the graduate programs; (2) evaluations of and recommendations concerning infrastructure needs for operating quality graduate programs; (3) review of and recommendations on new program proposals; (4) keeping abreast of developments in biomedical graduate education, especially as promulgated by the Graduate Research, Education and Training Committee (GREAT Committee) of the Association of American Medical Colleges, and (5) evaluating and recommending medical students to the MD/PhD program, monitoring the progress of these students within the program, and advising these students as they progress through the program.

o. Planning Committee

This Committee shall be composed of members of the faculty and staff who shall be recommended by the Associate Dean for Academic Affairs and appointed by the Dean. The Dean shall appoint the chair of the committee. The committee shall (1) be a vehicle for the development of objectives to guide the growth of the College of Medicine; (2) develop priorities among these objectives; and (3) recommend courses of action for their achievement.

p. Research Committee

The Research Committee shall consist of the Associate Dean for Research, the Director of Veterinary Services, and one (1) representative from each department, institute, and center. Each representative shall be selected/elected by the Research Committee of that department, center, or institute. Where a Research Committee is not present, the department, center, or institute chair or director shall appoint a representative to the committee. The term of office shall be two (2) years. A faculty member may not serve on this committee for more than four (4) consecutive years. After sitting out one year, a member of the faculty can be reelected. This committee shall participate in the stimulation, promotion and supervision of research in the College of Medicine and the University's teaching hospital. The Associate Dean for Research shall convene the first meeting of the committee each year, at which time the members of the committee shall elect a chair who shall also serve as the secretary.

q. Sabbatical Leave Review Committee

There shall be a Sabbatical Leave Review Committee which shall be composed of five (5) members of the full-time faculty elected by the Faculty Senate of the College of Medicine. This Committee shall hear the appeal of any applicant for sabbatical leave who believes that his/her application has not received proper consideration. The Committee shall make its recommendations to the Dean. The Dean or his designee shall convene the first meeting of the committee, at which

APPENDIX

Board of Visitors (BOV)

The College of Medicine should maintain a Board of Visitors (BOV) to provide financial and professional support and counsel to the [School/College]. The Board of Visitors is established by the Howard University Board of Trustees, and the BOV shall be governed in accordance with the BOV Policy, as set forth by the Board of Trustees.

The Board of Visitors shall provide the President, Provost and Chief Academic Officer, Dean, and Board of Trustees with an objective, informed perspective in the form of an annual report and shall generate external financial support for the unit.

Membership Approval

The approval of the appointment of BOV members rests with the Board of Trustees acting upon the recommendation of the President. Prior to making a recommendation, the President receives input from the Provost, the Dean of the School or College, and the chair of the Board of Visitors. Nominations may come from any source (Deans, faculty, alumni, etc.)

Membership Criteria

Distinguished persons informed about and interested in the various fields relevant to the particular unit shall be appointed to the Board of Visitors. Interest may be theoretical or practical, academic or professional, vocational or avocational.

Membership Composition

The Board of Visitors shall consist of between 10 and 16 distinguished persons. Board of Visitors membership should represent a healthy blend of the pluralism that characterizes the Board of Trustees and University; this should consist of people from all walks of life with a wide array of ethnic, racial, and religious backgrounds, scholars, and practitioners. Howard University Alumni should constitute 30 to 50 percent of the membership of the Board of Visitors.

Member Terms

Board of Visitor members will serve three (3) year terms and shall serve not more than three (3) full terms.

BOV Chair and Vice Chair

The Board of Visitors Chair is appointed by the Board of Trustees acting on the advice of the President and is a Trustee. The chair shall serve a one (1) year term, subject to annual renewal for a combined period not to exceed three (3) consecutive years. The Vice Chair is appointed in a similar manner, with the same term limitations except the Vice Chair is not required to be a Trustee. The composition of the Board of Visitors shall reflect the disciplines that constitute the College of Medicine.

The University Proposed Core Bylaws identifies committees that should be included with the HUCM committees. The following identifies the HUCM standing committees' Core Bylaws committee equivalents:

UNIVERSITY PROPOSED CORE BYLAWS	HUCM BYLAWS
Executive Committee	Executive Committee
Appointments, Promotions and Tenure	Appointments, Promotions and Tenure
Committee on Admissions	Admissions Committee
Committee on Academic Excellence	Curriculum Committee
	Committee on Accreditation Standards and Compliance
Committee on Student Affairs	Student Grievance Committee
	Student Academic Advising Council
Committee on Academic Standing and Retention	Committee on Student Promotions and Graduation
	Curriculum Committee
	MEDSTAR

2014

Howard University College of Medicine
Faculty Honor Code on Professionalism and Ethics
“Integrity, Discipline & Excellence”

Adopted by the Faculty of the Howard University College of Medicine
March 19, 2014

Revised by Faculty of the Howard University College of Medicine
May 22, 2024

INTRODUCTION

Imhotep, circa 2650 – 2600 B.C., referred to as “the one who comes in peace” in ancient Egypt, is historically considered the father of medicine, among other professions. He served in the Third Dynasty of King Djoser as Chancellor and High Priest. This genius also impacted engineering, and architecture.

His treatise on medicine in the Edwin Smith papyrus, scientific, lacked references to magic. Imhotep’s medical concepts predated Hippocrates over two thousand years.

Our charge is to build on this foundation, by enhancing, updating, and enumerating standards of professionalism and ethical behavior amongst the Faculty of the Howard University College of Medicine.

DEFINITION

Profession *n.*

1. An occupation requiring training and specialized study.
2. The body of qualified persons in an occupation or field: the teaching profession.

Professional *adj.*

1. Of or engaged in a profession.
2. Engaging in a given activity as a source of livelihood. – *n.* A person following in a profession.

Professionalism *n.*

Professional status, methods, character or standard

(Source: *The American Heritage Dictionary, Third Edition, 1994*)

GUIDING DOCUMENTS GOVERNING FACULTY

1. American Association of University Professors’ Statement on Professorial Ethics: Appendix A
2. Review of Oaths & Pledges: Appendices B-H
3. Protocols Governing Investigation Process for Complaints: Appendix I
4. Resources: Appendix J

Concepts derived from the above were gleaned and categorized into major sub groups. These groups were analyzed and distilled into final principles. Once these principles were determined and arrayed, they were insinuated into the guidelines outlined in the Faculty Handbook to form a basis for Professional Accountability.

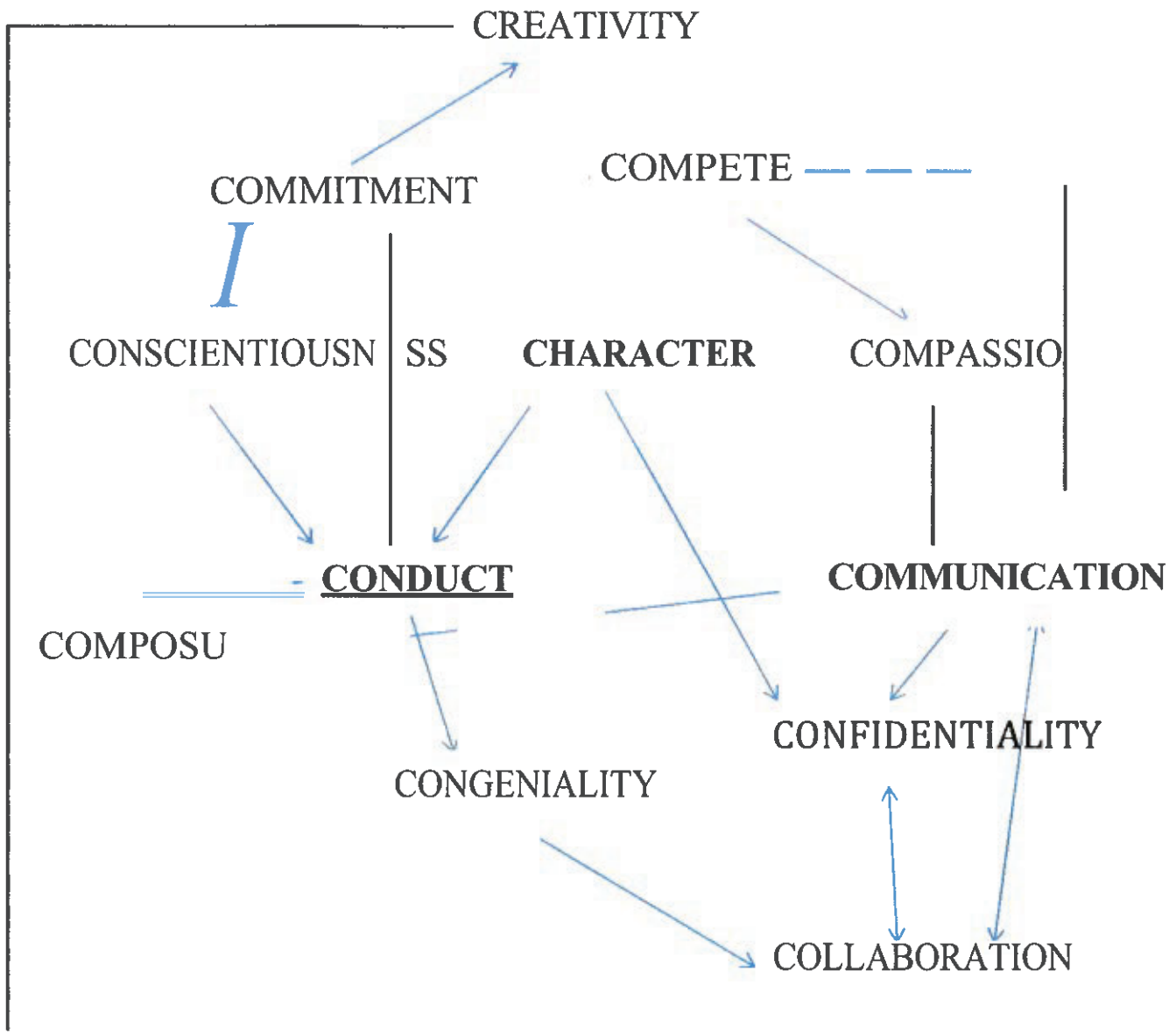
I. TWELVE PRINCIPLES OF PROFESSIONALISM

The aforementioned protocol led to the development of Twelve Principles of Professionalism that are applicable to both basic and clinical faculty in the College of Medicine. These Principles supplement Howard University Health Sciences strategic values: Collaboration, Accountability, Respect, Excellence and Service (CARES). The Principles of Professionalism help inform and guide faculty, staff, residents and students toward the highest ethical standards of professionalism within the Health Sciences.

1. **Character**, moral or ethical strength, is perhaps the most important principle. A moral and ethical foundation sets the tenor for others. From this, moral rules such as integrity and veracity flow.
2. **Conduct**, leadership and guidance, is character in action. Tolerance for the diverse nature of mankind must be included. An appreciation of and respect for cultures, ethnicities, race and gender is necessary. Behavior, sans condescension, is the standard.
3. **Competence**, skill, knowledge and ability, is not static. This quality is perishable. It can quickly erode, and must be maintained, sharpened and enhanced with continuing education. At times, these skills are given charitably without hesitation.
4. **Commitment**, consignment and allegation, applies to tasks (present and future), patients, students (mentees) and the institution. Self-interest is subservient to the overall good.
5. **Compassion**, empathy and, at times, sympathy for colleagues, students and patients is paramount. Trustworthy patient care, whether in a research or clinical venue, is the epicenter.
6. **Creativity**, to improve present and future conditions, is fostered with the underlying question, "Can we do better and how?" Fertile growth for creativity is a keen curiosity for basic clinical research. This curiosity must be translated into action by a scientific approach in answering questions. It is the basis for effective teaching to colleagues and students.
7. **Congeniality** complements character, conduct, compassion and collaboration. Mostly, it enhances mentorship and the education of students. Everyone gravitates to a pleasant, receptive mentor, colleague, teacher or leader.
8. **Conscientiousness** is principled, consistent performance, despite personal trials and travails. It compliments conduct, competency and compassion.
9. **Collaboration**, working effectively with colleagues or other disciplines, synergizes and organizes creativity, research and patient care. The health sciences are most effectively advanced with cooperation.
10. **Composure**, a centering, calming nature, insinuates with conduct, competency, compassion, congeniality and conscientiousness. Notable Howard Surgeon, LaSalle .D. Leffall. Jr., M.D. characterizes this as "Equanimity under duress."
11. **Communication**, the exchange of thoughts, messages or information, intertwines all of the tenets. It is usually associated with verbal or written information but today its power is magnified by information technology. Language can be a positive force or it may muddle, confuse and fuel confrontations. In its purest form, it is precise, salient and effective. Grooming, gestures and facial expressions are powerful nonverbal communication forms. Verbal and nonverbal communication potentiates every principle.
12. **Confidentiality**, entrusted, secret counsel is one of the most valued principles in The Hippocratic Oath. It is the bedrock of conduct, collegiality and personal professional interactions.

Each of these **Twelve Principles** cannot be regarded solely as isolated tenets. In reality, it is their synergy that morphs and shapes past, present and future actions. These dynamics are exciting and at times stunning.

PRINCIPLE DYNAMICS



II. STANDARDS AND GUIDELINES FOR FACULTY PROFESSIONALISM AND ETHICS

As members of a learned profession and the University Community, faculty members have special ethical obligations. These ethical standards are the repository of what experience has revealed regarding how scholars interact harmoniously with both colleagues and the community. Professionalism and ethical behavior are expected. Faculty are evaluated using a variety of criteria in the areas of teaching, research, professional development, and service, as determined by the nature of the faculty appointment, the school/college bylaws, the President and the Board of Trustees. A review of performance in these areas is used when determining whether a faculty member may receive reappointment, promotion, and/or tenure.

- A. Faculty in the Health Sciences colleges who are expected to provide clinical patient services may also be subject to the provisions of the by-laws of the Howard University Medical Staff. This document contains rules, policies and procedures for providing patient services and any provisions of a Faculty Practice Plan which may be agreed upon for reimbursement of provided clinical services. If a member of the Health Sciences Faculty is also employed under a Faculty Practice Plan, the faculty member's evaluation will include a performance review in these areas as part of the overall evaluation for purposes of considering the Faculty member for reappointment, promotion, and/or tenure. No individual faculty contract or agreement may supersede the provisions of the Howard University Faculty Handbook.
- B. All faculty must adhere to any and all University policies including, but not limited to, the *Howard University Code of Ethics and Conduct* and *Faculty Handbook* as established and approved, and any codes of conduct or ethics of professional associations or other societies. This includes, but is not limited to, any established code regulated by the Department of Health for those licensed as health professionals in the District of Columbia and any other jurisdictions.
- C. The Howard University College of Medicine Faculty Professionalism Code (hereafter referred to as "FPC") establishes instructions, information, and guidelines that affirm the highest professional goals. They are aspirational in character and represent objectives that faculty should embrace. Appropriate conduct, behavior, and judgment in accordance with these principles clearly preclude the application of a disciplinary sanction. These Ethical Principles are to be distinguished from Types of Unacceptable Faculty Conduct that are described later in the FPC document.
- D. The expectation of professional and ethical conduct outlined herein are in accord with Liaison Committee for Medical Education (LCME) standard (MS-31-A): A medical education program must ensure that its learning environment promotes the development of explicit and appropriate professional attributes in its medical students (i.e., attitudes, behaviors, and identity).

The medical education program, including its faculty, staff, medical students, residents, and affiliated instructional sites, shares responsibility for creating an appropriate learning environment. The learning environment includes both formal learning activities and the attitudes, values, and informal "lessons" conveyed by individuals who interact with the medical student. These mutual obligations should be reflected in agreements (e.g., affiliation agreements) at the institutional and/or departmental levels.

It is expected that a medical education program will define the professional attributes it wishes its medical students to develop in the context of the program's mission and the community in which it operates. Such attributes should also be promulgated to the faculty and staff of the medical education program. As part of their formal training, medical students should learn the importance of demonstrating the attributes of a professional and understand the balance of privileges and obligations that the public and the profession expect of a physician. Examples of professional attributes are available from such resources as the American Board of Internal Medicine's Project Professionalism or the AAMC's Medical School Objectives Project.

The medical education program and its faculty, staff, medical students, and residents should also regularly evaluate the learning environment to identify positive and negative influences on the maintenance of professional standards and conduct and develop appropriate strategies to enhance the positive and mitigate the negative influences. The program should have suitable mechanisms available to identify and promptly correct recurring violations of professional standards. (Standards for Accreditation of Medical Education Programs Leading to the M.D. Degree, page 22, June 2013)

III. FACULTY RESPONSIBILITIES AND EXPECTATIONS

Faculty are expected to emulate responsibilities for excellence in teaching, the intellectual growth of students, high scholarship, and the improvement of society. Moreover, faculty members have a responsibility to participate in the life and operation of the University, the department, and the school or college of their appointment. Although the final authority for the conduct of University affairs is vested in the Board of Trustees, faculty academic judgments, recommendations, and policies are essential in shaping the character of the University as an educational institution.

A. Within the Health Sciences of Howard University, faculty may be identified and categorized as follows:

- 1) Care Givers:** Our primary obligation is to the care of patients. Attending and resident physicians must be compassionate and empathetic in caring for patients, and act at all times with integrity, honesty, respect for patients' privacy and their personal dignity.
 - 2) Teachers:** Residents [*students, and faculty mentors*]* must strive continually to gather knowledge and must always evidence intellectual honesty. We must share our knowledge of medicine freely, and provide clinical instruction with diligence, patience, and respect for those entrusted to us.
 - 3) Learners:** Resident physicians [*and faculty mentors*]* must recognize and accept the limitations in our knowledge of medicine and clinical skills, and must be committed to continuous improvement through diligent study and life-long learning.
 - 4) Colleagues:** We must acknowledge and respect the roles of other health care professionals and staff working in the institutions in which we train, and be committed to working collaboratively with them. We must be dutiful in fulfilling our institutional obligations, as well as our contractual duties, as they impact patients and colleagues.
- (from: *Statement of Professional Responsibilities, ORR-AAMC, 1998*) [*emphasis added]

B. Professional Standards: Teaching

Ethical Principle: “As teachers, the professors encourage the free pursuit of learning of their students. They hold before them the best scholarly standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to assure that their evaluations of students reflect each student’s true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.” (AAUP Statement, 1966; Revised, 1987)

1. Pursuit of teaching excellence is a life-long commitment and includes and requires the following specific responsibilities:
 - a) To have a firm command of their subjects and keep abreast of new developments in their discipline.
 - b) To select teaching strategies that promotes the learning process and communicates their subjects effectively.
 - c) To instruct classes and conduct clinical sessions with students and patients at the scheduled time and place, in a manner consistent with the course content and course credit approved by the appropriate academic unit and faculty body. When the faculty member is unable to meet a class or perform the sessions, the faculty member must make arrangements for substitute instruction for the class or clinical session and notify the Dean, students and patients of the cancellation, and arrange for appropriate make-up classes or sessions at a time reasonably convenient for patients or students.
 - d) To have appropriate University-approved certification and training before offering on- line courses.
 - e) To demonstrate and foster honest academic conduct as intellectual guides for their students.
 - f) To exemplify the best ethical and scholarly standards of their discipline.
 - g) To design and evaluate conscientiously all student work with impartiality and complete grading in a timely fashion according to the schedule of due dates announced by the Office of the Registrar.
 - h) To provide each student with a written syllabus or course guide summarizing the objectives and requirements of the course, the textbooks or other sources to be used (with timely posting with the University Bookstore), and the applicable attendance and grading rules. To submit the syllabus or course guide to the University’s on-line syllabus database.

- i) To avoid discriminatory conduct based on such protected characteristics as race, color, religion, national origin, sex/gender, citizenship status, marital status, family responsibility, sexual orientation, gender identity or expression, disability, age, personal appearance, or political affiliation. Faculty members must be sensitive to the harmful emotional and legal consequences of professorial or student conduct that perpetuate stereotypes or prejudices involving such factors.
 - j) To respect the confidential nature of the relationship (working and didactic) relationship between professor and student/trainee.
2. Unacceptable conduct includes but is not limited to:
- a) Failure to meet the responsibilities of instruction including, but not limited to:
 - arbitrary denial of access to instruction;
 - intrusion of material unrelated to the course;
 - failure to adhere, without legitimate reason, to the rules of the faculty in the conduct of courses, to meet class, to keep office hours, or to hold examinations as scheduled;
 - evaluation of student work by criteria not directly reflective of course performance;
 - undue and unexcused delay in evaluating student work, i.e. untimely evaluation of student work.
 - b) Discrimination against and/or harassment of a student for reasons of race, color, religion, national origin, sex/gender, citizenship status, marital status, family responsibility, sexual orientation, gender identity or expression, disability, age, personal appearance, ethnic origin, ancestry, pregnancy, medical condition, genetic information (including family medical history), or service in the uniformed services as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), as well as state military and naval service, or, within the limits imposed by law or University regulations, or for any and all other arbitrary or personal reasons.
 - c) Violation of any University policy, including pertinent guidelines applying to Title IX and Section 504 of the Americans with Disabilities Act.
 - d) Violating the University's Non-Consensual Relationships Policy by engaging in a romantic, dating or sexual relationship with a student.
 - f) Participating in or deliberately abetting disruption, interference, or intimidation in the classroom.
 - g) Use of the position or powers of a faculty member to coerce the judgment or conscience of a student or to cause harm to a student for arbitrary or personal reasons.

C. Professional Standards: Student Advising, Supervision, Matriculation and Faculty

Accessibility Faculty members shall be available to advise students about academic matters throughout the academic year. Faculty members should take full advantage of available technology during the student advising process. In performing this function, faculty members must make every reasonable effort to ensure that the information they transmit is timely and accurate. Faculty members will be reasonably available to colleagues for purposes of discussing teaching methods, content of courses,

possible topics of scholarship, scholarly work in progress, and related matters.

1. **Student Activities.** Student involvement outside the classroom is an important supplement to the classroom educational experience. Because all student organizations are required to have a faculty or administrative advisor, faculty members are encouraged to serve as advisors or as resource persons.
2. **Academic Advisement.** In the College of Medicine, students are assigned advisors to assist them in planning and following a given educational program of study. An advisor's assistance is invaluable in helping students define a given program of study or career goal. Frequently, the advisor's signature is required on registration cards, change of program forms and related academic forms.
3. The role of the academic advisor extends beyond course and program scheduling. Advisors should assist students with virtually all aspects of the academic experience and provide information regarding campus resources as needed. Some of the specific responsibilities of academic advisors include, but are not limited to:
 - a) Assistance with goal setting;
 - b) Assistance with personal growth and career development;
 - c) Selection of educational program;
 - d) Monitoring academic progress;
 - e) Clarification of academic and institutional policies;
 - f) Assistance with academic issues;
 - g) Assistance with campus resource identification & utilization.
4. To carry out their responsibilities as advisors, faculty members must:
 - a) post reasonable office hours of availability throughout the academic semester;
 - b) maintain appointments with students on a timely basis;
 - c) be knowledgeable about educational program requirements, curricula, and professional and career opportunities within his or her field of expertise;
 - d) be knowledgeable about academic requirements, institutional policies and procedures to ensure academic success;
 - e) seek information he or she does not know or refer students to the appropriate campus resources as needed.

D. Professional Standards: Research and Scholarly Activities

Ethical Principles: "Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry." (AAUP Statement, 1966; Revised, 1987)

1. Responsibilities.

- a) Since teaching responsibilities allow for a flexible scheduling of time and an opportunity to pursue intellectual interests, faculty members are expected to make the best and fullest use of that flexibility to fulfill their scholarly and research responsibilities.
- b) The University expects faculty members, including tenured, non-tenured and probationary faculty, to continue their professional development through research, scholarly writing, advanced study, and original creative production as appropriate to their disciplines. One major role of any university is the discovery of new knowledge, the synthesis of ideas, and other creative activities.
- c) Scholarly activities include, but are not limited to, invited presentations, poster/symposium presentations, books, book chapters, journal articles and other scholarly materials, and externally sponsored research and programs. These activities may be discipline-specific as determined by the department and/or college in order to incorporate the range of scholarly disciplines represented.

2. Unacceptable conduct includes but is not limited to:

- a) Violation of canons of intellectual honesty, as defined by professional guild or member organization.
- b) Research misconduct in proposing, performing or reviewing research, or in reported research results.
 - Fabrication: making up results and recording or reporting them.
 - Falsification: manipulating research materials, equipment, or processes or changing or omitting data or results such that the research is not accurately represented in the research record.
 - Plagiarism: appropriation of another person's ideas, processes, results, or words without giving appropriate credit, including those obtained through confidential review of others research proposals and manuscripts.
- c) Intentional misappropriation of the writings, research, and findings of others.
- d) Acceptance of gifts from individuals or groups.

A **gift** is defined as anything of value that is given by a business or individual that does or seeks to do business with Howard University College of Medicine/Howard University Hospital to either the recipient or his/her close family members, and for which the recipient neither paid nor provided services.

- Gifts from vendors are strictly prohibited regardless of value, including but not limited to:
 - Cash in any amount
 - Loans
 - Transportation
 - Hotel accommodations
 - Tickets
 - Gift certificates
 - Meals
 - Use of a company's vehicles or vacation facilities
 - Any product or service, or discounts on products or services
 - Prizes
 - Stocks or other securities, or participation in stock offerings
 - Group gifts from vendors meant to be shared by all members of the staff, e.g. flowers, chocolates, etc.
 - *De minimis* gifts, e.g. trade show trinkets distributed to large numbers of people by vendor representatives.
 - Vendor invitations to be their guests at charitable events sponsored by Howard University/Howard University College of Medicine/Howard University Hospital.
 - Excluded from this prohibition are materials of modest cost which have a clear educational value, such as patient-friendly booklets describing organ systems.

The University has established procedures for reporting, inquiry, and investigation of alleged Scientific/Research Misconduct and detailed information may be found at:

<http://www.provost.howard.edu/docs/HUScientificMisconductPolicy.pdf>.

E. Professional Standards: Academic Freedom and Responsibility

- A. Faculty members are entitled to academic freedom in research and in the publication of the results, subject to adequate performance of their other academic duties and to such restrictions as may be imposed by grantors funding the research and by University policies and regulations.
- B. Faculty members are entitled to freedom in the classroom or other learning environment in discussing their subjects, but they should consider the following:
 1. Faculty should be careful not to introduce matters into their teaching that have no relation to the subject or that will be deemed offensive to a reasonable person and lack a legitimate educational purpose.
 2. Students are entitled to an atmosphere conducive to learning and to fairness and respect in all aspects of the teacher-student relationship.
 3. In exercising their freedom in the classroom or other learning environments, faculty members must ensure that their treatment of students is in no way inconsistent with the University's policies, rules and regulations on equal opportunity, non-discrimination, harassment and mistreatment or the University's commitment to promoting the educational aspirations and achievements of all students.
- C. Howard University faculty members are members of learned professions. Therefore, their special obligation is to be accurate, to exercise appropriate restraint, and to show respect for the opinions of others. Faculty should remember that the public may judge their profession and the institution by

their utterances and, therefore, must make every effort, when operating as individuals, to make clear that they are not University spokespersons.

- D. Each faculty member has the right to seek alteration of institutional regulations and policies through existing means of shared responsibility.

F. Professional Standards: Collegiality Among and Between Faculty

Ethical Principles. “As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debts and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.” (AAUP Statement, 1966; Revised, 1987)

1. Responsibility to foster a congenial atmosphere.
2. Unacceptable conduct includes but is not limited to:
 - a) Evaluating and commenting on the professional competence of faculty members by criteria not directly reflective of professional performance.
 - b) Discrimination against and/or harassment of a faculty member for reasons of race, color, religion, national origin, sex/gender, citizenship status, marital status, family responsibility, sexual orientation, gender identity or expression, disability, age, personal appearance, ethnic origin, ancestry, pregnancy, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), or service in the uniformed services as defined by the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), as well as state military and naval service, or, within the limits imposed by law or University regulations, because of age or citizenship or for any and all other arbitrary or personal reasons.
 - c) Violation of any University policy, including the pertinent guidelines, applying to nondiscrimination against faculty on the basis of disability.
 - d) Breach of established rules governing confidentiality in personnel procedures.

G. Professional Standards: Use and Policies Regarding Social Media

1. As a comprehensive research university, Howard University recognizes the importance of participating in online conversations and activities. Howard encourages responsible and respectful online activity by students, faculty and staff. It is expected that the following University core values will govern the online choices Howard University communicators make: Truth, Service, Leadership, and Excellence.

2. Guidelines have been developed to provide and outline how the above core values must be demonstrated in official communications in social media spaces. The *Guidelines* apply to material that Howard departments, offices and related units publish on Howard-hosted websites and related Howard social media sites. Any questions about these *Guidelines* should be directed to the Office of University Communications by sending an email to ouc@howard.edu.

Specific details and requirements of the Guidelines and the complete policy can be found at:
<http://www.howard.edu/secretary/documents/POLICY700-001SocialMedia.pdf>

IV. ENFORCEMENT, COMPLAINTS, and DISCIPLINARY PROCEDURES

It is not enough to establish Principles of Faculty Professionalism. The final and necessary metric is a process to discipline variances from professional behavior. The most common variances center around violations of ethical and professional behavior that relate to **Character**, **Conduct** and **Communication**. Character is the most ephemeral and the most difficult to ascertain. **Conduct** and **Communication** are more objective measures:

Character variances include, but are not limited to, academic fraud; scientific and intellectual misconduct; and conflicts of interest

Conduct variances include, but are not limited to, violations of ethics; civility; protocol; leadership; moral rules (confidentiality, veracity, privacy, fidelity); dependability; availability; and judgment. There is zero tolerance for substance abuse/addiction, harassment/discrimination (sexual or otherwise) and insubordination.

Communication variances include, but are not limited to, prejudices (culture, ethnicity, gender, race); social media indiscretions; and off-color humor.

These and the other Principles may be scrutinized and monitored for possible disciplinary action, up to and including suspension and termination. The process or mechanism to analyze, manage and ensure Professional Accountability in accord with the FPC is outlined below. When applicable, the *Faculty Handbook* serves as an invaluable guide throughout this process.

Disciplinary Matters: Reference Faculty Handbook: Chapter E

Sections E1: Types of Disciplinary Sanctions

Section E2: Written Reprimands

Section E3: Major Sanctions

Appendix A

AAUP Statement on Professional Ethics

Statement on Professional Ethics

The statement that follows was originally adopted in 1966. Revisions were made and approved by the Association's Council in 1987 and 2009.

Introduction

From its inception, the American Association of University Professors has recognized that membership in the academic profession carries with it special responsibilities. The Association has consistently affirmed these responsibilities in major policy statements, providing guidance to professors in such matters as their utterances as citizens, the exercise of their responsibilities to students and colleagues, and their conduct when resigning from an institution or when undertaking sponsored research. The *Statement on Professional Ethics* that follows sets forth those general standards that serve as a reminder of the variety of responsibilities assumed by all members of the profession.

In the enforcement of ethical standards, the academic profession differs from those of law and medicine, whose associations act to ensure the integrity of members engaged in private practice. In the academic profession the individual institution of higher learning provides this assurance and so should normally handle questions concerning propriety of conduct within its own framework by reference to a faculty group. The Association supports such local action and stands ready, through the general secretary and the Committee on Professional Ethics, to counsel with members of the academic community concerning questions of professional ethics and to inquire into complaints when local consideration is impossible or inappropriate. If the alleged offense is deemed sufficiently serious to raise the possibility of adverse action, the procedures should be in accordance with the 1940 Statement of Principles on Academic Freedom and Tenure, the 1958 Statement on Procedural Standards in Faculty Dismissal Proceedings, or the applicable provisions of the Association's *Recommended Institutional Regulations on Academic Freedom and Tenure*.

The Statement

1. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
2. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of

students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

3. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates, even when it leads to findings and conclusions that differ from their own. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.
4. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.
5. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Appendix B

The Hippocratic Oath (5th Century B.C.)

I swear by Apollo the physician, and Asclepius, and Hygieia and Panacea and all the gods and goddesses as my witnesses, that, according to my **ability** and **judgment**, I will keep this Oath and this contract:

To hold him who taught me this art equally dear to me as my parents, to be a partner in life with him, and to fulfill his needs when required; to look upon his offspring as equals to my own siblings, and to teach them this art, if they shall wish to learn it, without fee or contract; and that by the set rules, lectures, and every other mode of instruction, I will **impart a knowledge of the art** to my own sons, and those of my teachers, and **to students** bound by this contract and having sworn this Oath to the law of medicine, but it no others.

I will use those dietary regimens which will **benefit my patients** according to my greatest ability and judgment, and I **will do no harm** or injustice to them.

I will not give a lethal drug to anyone if I am asked, nor will I advise such a plan; and similarly I will not give a woman a pessary to cause an abortion.

In **purity** and according to divine law will I carry out my life and my art.

I will not use the knife, even upon those suffering from stones, but I will leave this to those who are trained in this craft.

Appendix C

The Oath of Maimonides (12th Century A.D.)

The eternal providence has appointed me to watch over the life and health of Thy creatures. May the **love for my art** actuate me at all time; may **neither avarice nor miserliness**, nor thirst for glory or for a great reputation engage my mind; for the enemies of **truth** and philanthropy could easily deceive me and make me forgetful of my lofty aim of doing good to Thy children.

May I never see in the patient anything but a **fellow creature in pain**.

Grant me the strength, time and opportunity always to **correct** what I have acquired, always to **extend its domain**; for knowledge is immense and the spirit of man can extend indefinitely to enrich itself daily with **new requirements**.

Today he can discover his errors of yesterday and tomorrow he can obtain a **new light** on what he thinks himself sure of today. Oh, God, Thou has appointed me to watch over the life and death of Thy creatures; here am I ready for my vocation and now I turn unto my **calling**.

Appendix D

American College of Surgeons Fellowship Pledge (1912)

Recognizing that the American College of Surgeons seeks to exemplify and develop the ***highest traditions*** of our ancient profession, I hereby pledge myself, as a condition of Fellowship in the College to live in strict accordance with the College's principles and regulations.

I pledge to pursue the practice of surgery with ***honesty*** and to place the welfare and the rights of my ***patient above all else***. I promise to deal with each patient as I would wish to be dealt with if I were in the patient's position, and I will ***respect the patient's autonomy*** and individuality.

I further pledge to affirm and support the ***social contract*** of the surgical profession with my community and society.

I will take no part in any arrangement or improper financial dealings that induce referral, treatment or withholding of treatment for reasons other than the ***patient's welfare***.

Upon my ***honor***, I declare that I will ***advance my knowledge and skills***, will ***respect my colleagues***, and will seek their counsel when in doubt about my own abilities. In turn, I will willingly help my colleagues when requested.

I recognize the ***interdependency of all health care professionals*** and will treat each with respect and consideration.

Finally, by my Fellowship in the American College of Surgeons, I solemnly pledge to abide by the Code of Professional Conduct and to cooperate in ***advancing the art and science of surgery***.

Appendix E

American College of Physicians Pledge (1927)

I affirm my belief in the mission
of the American College of Physicians

To preserve and maintain
the highest traditions and precepts
of our professional calling

And I solemnly declare
that I will conform to these ideals
to the utmost of my ability

I therefore ***reaffirm my dedication***
to the practice of medicine

To act always in the ***best interests***
of my patients

To respect the reputation and integrity
of my colleagues

To supplement my own judgment
with the ***counsel of others***
when the occasion requires

To render ***assistance to my colleagues***
in every way

To extend my professional ***aid***
to the unfortunate

To increase my medical knowledge
and understanding by continuing study
by association with physicians
of the ***highest intellectual and ethical standards***
and by the ***free exchange***
of information and experience
with all of my medical ***colleagues***

I hereby pledge to uphold
the ***ethics of medicine*** as exemplified
by the standards and traditions
of this College

Appendix F

Declaration of Geneva

1. I solemnly pledge to consecrate my life to the *service of humanity*;
2. *I will give to my teachers the respect and gratitude that is their due*;
3. I will practice my profession with *conscience* and *dignity*;
4. *The health of my patient will be my first consideration*;
5. I will *respect the secrets* that are confided in me, even after the patient has died;
6. I will maintain by all the means in my power, the *honor* and the noble traditions of the medical profession;
7. *My colleagues will be my sisters and brothers*;
8. *I will not permit considerations of age, disease or disability, creed, ethnic origin, gender, nationality, political affiliation, race, sexual orientation, social standing or any other factor to intervene between my duty and my patient*;
9. I will maintain the utmost *respect for human life*;
10. *I will not use my medical knowledge to violate human rights and civil liberties, even under threat*;
11. I make these promises solemnly, freely and upon my *honor*

Appendix G

Principles of Medical Ethics

- I. A physician shall be dedicated to providing ***competent medical care*** with ***compassion*** and ***respect*** for human dignity and rights.
- II. A physician shall ***uphold the standards of professionalism*** be ***honest*** in all professional interactions and strive to report physicians deficient in character or competence or engaging in fraud or deception to appropriate entities.
- III. A physician shall ***respect the law*** and also recognize a responsibility to seek changes in those requirements which are contrary to the best interests of the patient.
- IV. A physician shall ***respect the rights of patients, colleagues and other health professionals*** and ***shall safeguard patient confidences and privacy*** within the constraints of the law.
- V. A physician shall ***continue to study, apply and advance scientific knowledge***, maintain a ***commitment to medical education***, make relevant information available to patients, colleagues, and the public, obtain consultation, and ***use the talents of other health professionals*** when indicated.
- VI. A physician shall, in the provision of ***appropriate patient care***, except in emergencies, be free to choose whom to serve with whom to associate, and the environment in which to provide medical care.
- VII. A physician shall recognize a responsibility to participate in activities contributing to the ***improvement of the community*** and the betterment of ***public health***.
- VIII. A physician shall, while caring for a patient regard ***responsibility to the patient as paramount***.
- IX. A physician shall ***support access to medical care for all people***.

Adopted by the A.M.A.'s House of Delegates
June 17, 2001

Appendix H

Specific to the clinical context, the *AAMC Statement on Professional Responsibilities (1998)* describes various roles and responsibilities, and professional behaviors that are noted below:

Care Givers

- Provide the best healthcare available with regard to prevention, diagnosis, and treatment.
- Serve as the primary advocate for our patients.
- Encourage patients to actively participate in their own care.
- Demonstrate awareness and sensitivity to patient diversity.
- Provide compassionate support to patients and their families.

Teachers

- Promote the intellectual progress of peers, junior residents, and medical students.
- Approach all available teaching opportunities enthusiastically and constructively.
- Assess self and others fairly and objectively.
- Educate patients to make informed medical decisions.
- Provide community education and leadership.

Learners

- Remain current with advances in medical knowledge.
- Develop lifelong learning skills.
- Appreciate the social, economic, and political factors impacting healthcare.
- Utilize a balanced array of educational resources.
- Cultivate an ability to critically assess the literature.

Colleagues

- Respect the unique roles and viewpoints of other healthcare professionals.
- Foster a supportive environment for fellow residents.
- Prevent personal conflicts from interfering with patient care.
- Recognize the impact of one's personal and professional behavior on colleagues.
- Identify colleagues in need of personal assistance.

Appendix I

Protocols Governing the FHSAC

I. Order of Proceedings

- A. Call to order
- B. Reading of Faculty Code of Honor, Professionalism and Ethics
- C. Reading of a Statement of the alleged Code violation
- D. Presentation of evidence: The investigators and the accused will present evidence as relevant and appropriate to the case including, but not limited to, calling witnesses. Witnesses are NOT permitted to be present at the Hearing unless they are giving testimony or answering questions. Only the Chair and members of the FHSAC may ask questions of witnesses.
- E. Discussions and deliberations conducted by the FHSAC are held in a private executive session.

II. Rules Governing Proceedings

- A. All hearings will be conducted in closed-door sessions and will remain confidential
- B. Participants in the hearing will be limited to the following parties: Faculty, student, and House Staff FHSAC members who have no involvement (or relationship) to the matter that is the subject of the violation or who have any conflict of interest; accused student(s), witnesses (may only be present during their own testimony and questioning) and the advisor for the accused student(s).
- C. The Secretary or his/her appointee will take notes during the hearing and make them available to the FHSAC. Notes (which may be made from a transcribed tape or taken directly by hand during the Hearing) will be created and maintained as a written record for no less than three (3) years from the date upon which the FHSAC decides that a Hearing is NOT required or until the accused/respondent(s) is adjudicated, whichever comes first. After the required three (3) year records retention period, the records will be destroyed and disposed of in a secure manner. If an accused faculty member is found to be guilty, a copy of the record will be placed in the accused's personnel or student file, maintained within the Office of the Dean along with written documentation of the final decision of the Dean or Provost and Chief Academic Officer regarding sanctions.
- D. Each faculty member of the FHSAC will be entitled to cast one (1) vote during the proceedings. Student and House Staff members of the FHSAC will not be permitted to vote; however, it is expected that each student and House Staff member will be present to provide input and advice to the FHSAC during the proceedings. Additionally, the Chair will not be permitted to vote unless that vote is necessary to break a tie. All FHSAC members present, the complainant, and the accused, may ask questions of investigators, to the extent that the Chair deems the questions appropriate.

III. Decision and Penalties

- A. The FHSAC will determine that the accused is either innocent or guilty of the charges made, and/or of other charges which may have come to light as a result of the investigation and hearing.

- B. The FHSAC will make recommendations to the Dean in order to provide direction regarding matters of disciplinary action and sanctions, as it deems appropriate.
- C. All decisions of the FHSAC are made by a simple majority vote of its faculty members. The FHSAC Chair MUST vote in order to break any tie votes.

While the determination of guilt or innocence rests solely within the purview of the FHSAC, the final decision regarding disciplinary actions/sanctions rests with the Dean, or the Provost and Chief Academic Officer. The decision of the Dean or Provost and Chief Academic Officer will be effective immediately and will remain in effect unless and until it is overturned on appeal. . Any appeal, including the basis for the appeal, must be submitted in accordance with the policies outlined above.

IV. Amendments to the Honor Code

Amendments to the Faculty Honor Code may be proposed by the FHSAC at any point in the academic year. All proposed amendments must be submitted in writing and approved by the Executive Committee or the Faculty Senate of the College of Medicine before becoming effective. If an amendment is approved while a case is under active review, the new amendment will not apply to that case. Any new amendment, once approved, will become part of the policy for the ensuing academic year, and become effective at that time.

References: Honor Codes of the Carver and Emory Schools of Medicine ,University of Indiana School of Medicine and with contribution/input of the Student Council.

Appendix I

RESOURCES

1. The American Heritage Dictionary, Third Edition, 1994
2. Functions and Structure of a Medical School: Standards for Accreditation of Medical Education Programs Leading to the M.D. Degree, June 2013, Liaison Committee on Medical Education
3. American Board of Internal Medicine "Project Professionalism"
4. American Association of University Professors (AAUP) *Statement on Professional Ethics* (and subsequent revisions of June, 1987),
5. Adaptation from the ABIM "Project Professionalism from the task force on Professionalism in undergraduate medicine at the University of Toronto for students at Howard University College of Medicine.
6. Howard University Code of Ethics & Conduct, August 1998.
7. Faculty Code of Honor, Professionalism and Ethics, Howard University College of Medicine
8. Professionalism: Accreditation Council for Graduate Medical Education (ACGME)- Six general competencies
9. Code of Conduct Committee: Recommendation for Revised HWL Code of Conduct: August 31, 2012
10. Howard University Health Sciences Strategic Values/Initiative: CARES
11. Aequanimitas, William Osler, M.D., P. Blakiston's Son & Co, Philadelphia, 1904
12. Teacher Learner Advocacy Committee (TLAC), Indiana University School of Medicine
13. Howard University Faculty Handbook: August 1993
14. International Ombudsman Association: Best Practices, A Supplement to IOA's Standards of Practice-Version 3, October 2009
15. Faculty, Housestaff and Student Advocacy Committee (FHSAC), chaired by Clive O. Callender, M.D.
16. Howard University Faculty Senate: Report on Academic Renewal
17. AAMC *Standards for Accreditation of Medical Education Programs Leading to the M.D. Degree* (June 2013)
18. *Statement of Professional Responsibilities, ORR-AAMC, 1998*
19. *AAMC Statement on Professional Responsibilities (1998)*

HOWARD UNIVERSITY COLLEGE OF MEDICINE
CRITERIA FOR APPOINTMENT, PROMOTION AND TENURE

Faculty appointments and promotions are governed by the current Howard University Faculty Handbook. In addition to the Tenure-Line faculty (who either hold Tenured appointments or Probationary Tenure-Track appointments), faculty in the College of Medicine may be (1) Temporary faculty (who either hold part-time temporary “Adjunct” or “Affiliate” appointments or hold full-time temporary appointments), or (2) Non-Tenured Renewable Term (NTRT) track faculty. The NTRT faculty may be hired on the Clinical Educator Track (CET), the Research Track, or the Basic Science Educator Track (BSET).

All College of Medicine faculty, irrespective of the appointment type, are required to undergo an annual Faculty Performance Evaluation by the Department Chair in accordance with the Faculty Handbook.

Standards of notice of non-reappointment for Probationary Tenure-Track Appointments, Temporary Appointments, and NTRT Appointments shall comply with the current Howard University Faculty Handbook.

The following are College of Medicine-specific requirements for appointment, reappointment, promotion, career status and tenure.

Table of Contents:

I. PROMOTION AND TENURE CRITERIA FOR TENURED AND TENURE-TRACK FACULTY	2
II. CLINICAL EDUCATOR TRACK (NTRT)	5
III. RESEARCH TRACK (NTRT)	9
IV. BASIC SCIENCE EDUCATOR TRACK (NTRT)	10

I. PROMOTION AND TENURE CRITERIA FOR TENURE-TRACK AND TENURED FACULTY

A. GUIDELINES

The College of Medicine will evaluate faculty members seeking tenure and/or promotion on their research productivity, teaching effectiveness, and service contributions. While specific responsibilities of faculty members may vary because of special assignments or the particular mission of the department or college, all tenure and/or promotion evaluations shall address each candidate's performance in these three broad areas.

The APT criteria set forth in this document are the college-wide *minimum* requirements for promotion and tenure within the College of Medicine. These college-wide APT criteria are purposefully broad to encompass the variety and breadth of the various disciplines in the College of Medicine. In the spirit of self-governance, departments may coordinate with the Dean's Office to formulate their own discipline-specific APT criteria that require more rigorous standards. However, all promotion and tenure criteria—irrespective of whether these criteria are departmental or college-wide—must be communicated to faculty at their initial appointment by the Department Chair.

Furthermore, Department Chairs shall include a copy of the departmental APT criteria when forwarding a faculty member's APT application file to the College for its consideration. Moreover, all evaluators (i.e., the departmental APT Committee, the Chair, the college-wide APT Committee (CW-APT), the Dean, the Provost, and the President) must evaluate APT applications vis-a-vis the college wide APT criteria (and the departmental APT criteria—if any exist) and justify their recommendations.

The departmental APT committee, Department Chair, CW-APT committee, and Dean will evaluate a probationary tenure-track faculty member's research, teaching, and service based on work done since their initial appointment at Howard. For tenured faculty members seeking promotion, the departmental APT, Department Chair, CW-APT committee, and Dean will evaluate the faculty member's research, teaching, and service based on work done since the faculty member's last promotion at Howard University.

For senior authorship that is not 1st authorship on listed publications, the College of Medicine requires a justification, with evidence that the faculty member was the principal force driving the research and that the faculty member secured funding as a PI on the grant supporting that research. Candidates for promotion and tenure need to clearly show that they have established an independent research program and have been successful in securing extramural funds for that program.

B. DOCUMENTATION FOR PROMOTION AND/OR TENURE

Research Documentation

1. Research Grants:

Grant support sufficient to support research.

- *For tenure at the Associate Professor rank, at least one extramural grant with sustained effort.*
- *For promotion to Professor, a clear track record as a P.I. with sufficient funding to sustain a research program.*

MUST BE DOCUMENTED WITH AN OFFICIAL COPY OF GRANT AWARD LETTER(S)

2. Publications (peer-reviewed journal or edited volume contributions): *MINIMUM CRITERIA*

A. BASIC SCIENCE FACULTY, Tenure-Track

A1. Assistant Professor to Associate Professor with tenure:

Minimum 6 peer-reviewed publications, 4 as first or senior author; 2 as joint author.

A2. Associate Professor to full Professor:

Additional 10 peer-reviewed publications, 6 as senior author; 4 as co-author.

B. CLINICAL SCIENCE FACULTY, Tenure-Track

B1. Assistant Professor to Associate Professor with tenure:

Minimum 6 peer-reviewed publications, 2 as first or senior author; 4 as joint author.

B2. Associate Professor to full Professor:

Additional 10 peer-reviewed publications, 3 as first or senior author; 7 as co-author.

***In-press papers will be accepted as publications when accompanied by a letter from journal/volume editor; MUST INCLUDE COPY OF PUBLICATION IN PROMOTION PACKAGE**

3. Other Scholarship (invited book chapters, published abstracts, posters):

- *Assistant Professor to Associate Professor with tenure:*
At least 1 abstract/poster at national or international conference.
- *Associate Professor to full Professor:*
Recognition at the national/international level as having achieved the status of being a prominent scholar.

4. Creative Activities (invited talks, seminars, invitations, media presentations etc.).

Teaching Documentation

5. Teaching:

- a) Student evaluations: numerical score average (1-5) and narrative comments, when applicable.
 - b) Peer evaluations
 - c) Teaching awards: type of award, year
 - d) Coordinatorships (course[s], year[s])
- ** For promotion to Associate Professor with tenure, an assessment of high academic and professional competence and performance in the area of teaching is required in accordance with the Faculty Handbook.**
- ** For promotion from Associate Professor to full Professor, proof of excellence in teaching is required in accordance with the Faculty Handbook.**

Service Documentation

6. Service:

- a) Department
 - b) College
 - c) University
 - d) Extramural
- ** For promotion to Associate Professor, the candidate should have had involvement in departmental and college committees.**
- **For promotion to full Professor, the candidate must also have had involvement in University committees and national and/or international organizations appropriate to the faculty member's discipline. Should be members of national grant review committees and/or editorial boards.**

Other Supporting Documentation

7. Professional Development:

- As deemed suitable by department and field, including distinguished societies.
- Evidence of Participation in the College of Medicine and the University's Professional Development offerings to faculty.

8. Additional Contributions:

-Additional accomplishments can be enumerated and described in this section.

N.B.: Currently employed HUCM faculty will be given a reasonable amount of time to meet these newly adopted criteria. Specifically, College of Medicine faculty will be governed by the old 2002 criteria for 2 years (24 Mos) from the date of adoption of the current criteria by the Board of Trustees¹. Probationary Tenure-Track faculty will be governed by the criteria in place when they were hired.

¹ (Old) -2002 Minimum Tenure-Track publication Criteria:

Basic Science Asst-Assoc, 4 original papers, 3 as 1st/Sr author; Assoc-Full 8 papers, 5 as 1st/Sr. Author

Clinical Science- Asst- Assoc, 4 original papers 1 as 1st/Sr. Author; Assoc-Full, 8 papers 3 as 1st or Sr. Author

II. CLINICAL EDUCATOR TRACK (NON-TENURED RENEWABLE TERM)

A. PURPOSE

The purpose of the **Clinical Educator Track (CET)** is to recruit and retain full-time, fully-affiliated faculty in the clinical disciplines. It is intended to accommodate those faculty members who wish to place their primary emphasis on teaching and patient care. Clinical faculty based at Howard as well as those based at affiliated hospitals and other health care sites are eligible. These faculty members are not eligible for tenure, but instead may be given contracts of 2-5 years, after promotion to the rank of Clinical Associate Professor.

B. GUIDELINES

1. **Authorization:** The mix of tenure track and CET faculty in a department will be determined by the Department Chair and departmental Executive Committee and must be approved by the Dean. Any decision to appoint a faculty member to the CET requires prior authorization of the Provost in accordance with the Faculty Handbook. Any decision to allow a faculty member to submit an application to switch tracks² requires prior authorization of the Provost. Finally, the percentage of the total clinical faculty on the CET will comply with accreditation requirements and standards.
2. **CET Ranks:** Appointments and promotions may be made to the ranks of Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor.
3. **Initial Appointment Options for Clinicians:** Initial/probationary appointments as Clinical Instructor or Clinical Assistant Professor will be probationary appointments for a period of one to five years in accordance with the Faculty Handbook and pending the Provost's authorization and available funding. For Clinicians, no final decisions regarding career pathway need to be made upon initial appointment; the initial appointment could have been to (1) the Tenure Track, (2) the Clinical Educator Track, or (3) the Research Track.
4. **Switching from CET to the Tenure Track:** At the end of the initial two-year appointment, CET faculty may remain on the Clinical Educator Track or, pending the Provost's authorization and available funding, they may submit an application to be appointed to the tenure-track. There is only one opportunity to change tracks. **Important Note: Once a final decision is made regarding the career track, it cannot be reversed. CET faculty may change tracks only once.**
5. **Switching from Tenure Track to the CET:**
 - a. **Options for Tenure-Track Assistant Professors:** At the end of their initial appointment, probationary tenure-track Assistant Professors may remain on the tenure track or, pending the Provost's authorization and available funding, they may submit an application for a probationary appointment on CET. Reappointment may be made for either two or three years on probationary CET. For tenure track Assistant Professor appointments, the maximum probationary period is seven years. Assistant Professors on the tenure track may apply for the CET at any time before their two- or three-year reviews or as late as the sixth-year review. All tenure-track Assistant

² An application to switch tracks is, in fact, an application for initial appointment to a new type of faculty position and shall be reviewed as such in accordance with the Faculty Handbook; the requirement for external reviewers, however, does not apply in cases of applications to switch tracks. These applications do not require a new set of external review letters, but they must proceed through the same series of APT reviews as any other faculty member's initial appointment application, including review of credentials by all appropriate APT committees (i.e., departmental and college-wide) and administrators (Department Chair, Dean, Provost, President). Note also these applicants requesting to switch tracks may not request reconsideration of a negative recommendation, nor may they appeal a negative recommendation to the FGC.

Professors who are reviewed and denied promotion to Associate Professor with tenure may request another review for promotion on the CET in their sixth year on the faculty. There is only one opportunity to change tracks. **Important Note: Once a final decision is made regarding the career track, it cannot be reversed. CET faculty may change tracks only once.**

- b. **Options for Tenure-Track Associate and full Professors:** Probationary tenure-track Associate Professors and probationary tenure-track full Professors may apply for the CET at any time before their probationary period ends pending the Provost's authorization and available funding. For tenure track Associate Professor appointments, the maximum probationary period is five years; and for tenure track full Professor appointments, the maximum probationary period is three years. All tenure-track Associate Professors who are reviewed and denied tenure may request another review for a probationary appointment on the CET in their fourth year. All tenure-track full Professors who are reviewed and denied tenure may request another review for probationary appointment on the CET in their second year. There is only one opportunity to change tracks. **Important Note: Once a final decision is made regarding the career track, it cannot be reversed. CET faculty may change tracks only once.**

- 6. **Term of Appointment for Clinical Associate Professors and Clinical Professors:** These Non-Tenured Renewable Term appointments are non-probationary appointments on the CET. These appointments are for definite periods from a minimum of two (2) years to a maximum of five (5) years.
- 7. **Reappointment:** A CET faculty member is to be reviewed for reappointment during the year prior to the end of current appointment.
- 8. **Termination:** Termination of employment for persons who have chosen and entered the CET can be made because of 1) failure to maintain a balance of excellence in clinical and teaching performance; 2) failure to secure promotion to Clinical Associate Professor by the end of the appropriate probationary period; 3) failure to provide the level of clinical service agreed upon by the faculty member, the Department Chair, and the Dean; 4) failure to provide the level of funds agreed upon by the faculty member, the Department Chair, and the Dean; 5) failure to comply with the rules and regulations of the faculty clinical practice plan (FPP, HUH) in which he or she must participate; 6) termination by the University of the clinical education or service program to which the faculty member belongs; or 7) "just cause" as determined by the University in accordance with the Faculty Handbook.

C. APPOINTMENT/PROMOTION CRITERIA for CLINICAL EDUCATOR TRACK (CET):

Clinical Professor (CET) Promotion to this rank will place emphasis on achievement as a recognized leader of the highest caliber. It is expected that such faculty members will be in the forefront of their field, with a clear role in the national leadership and consistently contributing to the direction, dissemination, and adoption of changing approaches in their chosen field. This title will be given to those faculty members who have attributes of a traditional academician, but who choose to concentrate on clinical rather than research performance. In addition, candidates for Clinical Professor (CET) must possess all the qualifications of a Clinical Associate Professor. The APT Committee must look for continuing evidence of exceptional achievement in the areas of academic preparation, teaching experience and efficiency, and professional standing and performance.

Clinical Professor is defined in accordance with the academic rank of Professor in the Faculty Handbook as the highest academic rank, the holder of which is a recognized leader who has a cumulative record of teaching effectiveness, peer-reviewed research publications or peer-reviewed creative activities appropriate to the discipline, professional development, and substantial service appropriate to the discipline.

Clinical Associate Professor (CET). The same criteria will be applied to the rank of Clinical Associate Professor (CET) as will be applied to the rank of Clinical Professor (CET). These criteria will be used to judge whether the Clinical Associate Professor applying for promotion has demonstrated sufficient

accomplishment and distinction within his or her institution that will, with further time and sustained clinical teaching performance, support eligibility for promotion to the rank of Clinical Professor (CET).

Specifically, the candidate must have leadership potential and comprehensive knowledge of his or her specialty as indicated by outstanding achievement in 5 of the following 7 categories:

1. Specialty Board Certification
2. Teaching Experience and Proficiency
3. Scholarly Productivity
4. Leadership Roles
5. Educational Development
6. Membership in Societies
7. National Peer Recognition

D. DOCUMENTATION FOR REAPPOINTMENT AND/OR PROMOTION

The candidate must prepare a professional dossier consisting of the following documentation:

1. Curriculum Vitae: Complete, updated and professionally presented.

2. Teaching Documentation:

- 2a) Accurate description of the candidate's average teaching contribution including number, levels, and kinds of classes taught; number of contact hours in each course; number of students in each class or course; ability to shape new teaching strategies; contribution to the effectiveness of the candidate's and medical school's instructional activities in ways other than the classroom; attendance at national meetings; and delivery of lectures and consulting outside the University.
- 2b) Effectiveness of teaching should include information derived from the opinions of students and peers such as student evaluations; letters from students selected by the candidate; faculty colleague and Department Chair evaluations of classroom performance; course syllabi and other teaching materials.

3. Service Documentation: The following are to be included at a minimum:

- 3a) Participation on departmental/college/University committees or service to the Department, and in faculty development activities.
- 3b) Special assignments given by the Department Chair or higher administration officials with the knowledge of the Department Chair.
- 3c) Participation on editorial boards and other activities that serve the discipline.
- 3d) Membership and/or activities in professional organizations.
- 3e) Consulting and conduct of grant reviews and other reviews for agencies such as the National Institutes of Health (NIH).
- 3f) Patient care activities, including teaching rounds.
- 3g) Participation in clinical conferences, such as grand rounds and morality conferences.
- 3h) Community service.

4. Evidence of Being a Recognized Expert by peers at other institutions.

- 4a) Four (4) external review letters are required. Letters shall be from external reviewers whose academic rank is comparable to that being sought by the candidate in accordance with the current Faculty Handbook.
- 4b) Invitation to be a visiting professor.
- 4c) Presentations to physician groups.
- 4d) Reviews of papers before publication.
- 4e) Election to honorary offices of local, national, or international professional organizations.
- 4f) Participation in specialty society workshops, refresher courses, or panels.
- 4g) Scholarly activity.

III. RESEARCH TRACK (NON-TENURED RENEWABLE TERM)

A. PURPOSE

The purpose of the Research Track is to recruit and retain faculty whose interest is primarily research and who have the capability of enhancing the College of Medicine's productivity in research.

B. GUIDELINES:

1. The faculty member's primary obligation shall be the conduct of research in a defined area.
2. The faculty member shall not have regular or required teaching or clinical duties but shall have the option of participating in teaching and/or clinical activities.
3. Teaching and/or clinical activities shall not substitute for research obligations.
4. Salary shall be defined by departmental/College of Medicine standards.
5. Initial appointment may be made, with or without College of Medicine salary support, by "Special Contract" renewable annually or at specified time consistent with the appointee's grant or other support and/or the requirements of his or her sponsor.
6. Permissible ranks shall be Research Assistant Professor (Probationary), Research Associate Professor, and Biomedical Research Professor.
7. Appointees are subject to the same annual departmental review as is customary for other faculty.
8. Persons with initial appointments of two years or greater shall have voting rights in their primary department and in the Senate of the College of Medicine and may serve on faculty committees of the College.
9. Appointees are eligible for appointment to any administrative office in the College of Medicine for which he or she is qualified and shall have access to the University's Grievance procedure.
10. As long as the person is productive, has financial support, and is hired on a "Special Contract," there is no necessity to have a mandatory termination date other than the date specified or set forth in the Special Contract.
11. Termination date is dependent upon availability of grant funds.
12. All faculty seeking appointment, reappointment or promotion in the Research Track will have the recommendation initiated by the department chair and by majority vote of the departmental APT committee members. The department's recommendation shall be submitted for consideration to the Dean and to the Chair of the College of Medicine's Committee on Appointments, Promotions, and Tenure (APT). Should the department chair's recommendation differ from that of the departmental APT committee, both shall be forwarded to the Dean for consideration.
13. **Evaluation for promotion** shall be in accordance with the current University Faculty Handbook. The College-specific research grant and publications requirement for promotion shall, at a minimum, be the same as the research grant and publications requirement spelled out in the promotion criteria for tenure-track faculty at the College of Medicine.
14. The number of external reviewers shall be at least four (4).

IV. BASIC SCIENCE EDUCATOR TRACK (NON-TENURED RENEWABLE TERM)

A. GUIDELINES

The Basic Science Educator Track (BSET) is intended for faculty members whose primary interests are teaching and who will be evaluated accordingly. These faculty members would not be eligible for tenure but instead, upon promotion from Probationary Instructor to the rank of Instructor with career status, would be given contracts of 2-5 years.

Career Status is awarded only by the Board of Trustees of the University upon the recommendation of the President who is guided by the judgment of those persons and committees in the prior levels of review. A BSET faculty member who is granted Career Status in the College of Medicine will be evaluated according to these College of Medicine BSET criteria at the end of each of that faculty member's contracts. Persons who meet the criteria may be recommended for reappointment. Faculty members who hold Career Status may be reappointed until they leave the University voluntarily (e.g., through retirement or resignation) unless terminated for medical reasons, just cause, financial exigency, program elimination, or a recommendation for nonrenewal by the APT committees, Department Chair, and the Dean. There shall be no Career Status by default, or by the mere serving of the maximum probationary period.

The BSET is needed to attract teaching faculty to the College of Medicine and ensure permanence of high-quality teaching as well as provide flexibility in hiring and retaining faculty to fulfill specific needs to teach health science students.

BSET Instructors may apply for and be recommended for appointment to any position in the Probationary Tenure Track or in the Non-Tenured Renewable Term (NTRT) Track (including CET and Research Track) for which a search has been initiated and for which they are qualified. Therefore, qualified Instructors are eligible to be appointed to the ranks of Assistant Professor, Associate Professor, or Professor on the Probationary Tenure Track, CET and Research Track.

B. PURPOSE

The purpose of the BSET is to recruit and retain full-time faculty in the basic science disciplines whose primary focus is teaching.

C. CRITERIA FOR INITIAL APPOINTMENT

Outline

1. Primary emphasis will be on teaching.
2. Appointment will be for definite periods and can be made to the rank of Instructor (Probationary).
3. Probationary Instructors may be appointed for one (1), two (2), or three (3) years. After three years of service, an Instructor who meets these BSET criteria for Career Status established by the College of Medicine may be recommended for such an appointment. Probationary Instructors in the College of Medicine who earn Career Status are Career-Status Instructors (BSET). The home department will initiate the recommendation and forward it through the conventional APT review and approval process involving the Departmental APT, Department Chair, College APT, the Dean, the Provost, the President, and, ultimately, the Board of Trustees. Instructors who are not approved for Career Status may not serve more than seven (7) years in full-time status. Instructors who are awarded Career Status may be reappointed on multi-year contracts subject to the conditions noted in these BSET Criteria.

4. Initial appointments as an Instructor with Career Status can be made upon satisfactory completion of the probationary period. Career Status Instructor appointments can be made initially for a period of 2 years. After this initial appointment, Career Status Instructors who meet the criteria for reappointment in Section C below may be recommended for reappointments for terms of three to five years.

Hiring criteria

- Teaching experience and proficiency
- Scholarly productivity in the field of teaching/education
- Educational development
- Membership in professional societies
- National/international service/recognition

Qualifications:

- **Education:**
 - A minimum of a PhD or equivalent in the relevant field.
 - Specialization in the field of interest for the hiring Department is preferred.
- **Experience:**
 - Prior teaching experience at the University/college level.
 - Demonstrated ability to develop and deliver effective course content.
 - Experience with specific software, tools, or methodologies relevant to the field is an advantage.

D. CRITERIA FOR REAPPOINTMENT AND/OR PROMOTION AS A BASIC SCIENCE EDUCATOR TRACK INSTRUCTOR (BSET)

1. *Reappointment as Probationary Instructor, BSET:* For reappointment as a Probationary Instructor the faculty member must excel in at least 4 out of 5 categories of the “Responsibilities” section below.

2. *Initial appointment as Career Status Instructor, BSET:* For promotion from Probationary Instructor to Career Status Instructor, the faculty member must excel in all categories of the “Responsibilities” section below.

3. *Reappointment as Career Status Instructor, BSET:* For reappointment as a Career Status Instructor, the faculty member must continue to excel in all categories of the “Responsibilities” section below.

Responsibilities:

1. **Teaching:**
 - Develop and deliver undergraduate and/or graduate-level courses.
 - Utilize innovative and diverse teaching methods to engage students.
 - Assess and evaluate student performance.

2. Curriculum Development:

- Collaborate on curriculum design and contribute to program development.
- Update course materials to reflect advances in the field.

3. Advising and Mentoring:

- Provide academic advising to students.
- Mentor students in research and professional development.

4. Research and Scholarship:

- Engage in scholarly activities to the extent possible and allowable within the teaching obligations. While an active research agenda might be desirable, it is not a requirement.

5. Service:

- Participate in departmental and college-wide meetings and committees.
- Contribute to the community and outreach activities.