

GUIDELINES ON APPOINTMENT AS A CLINICIAN SCHOLAR ON THE CLINICIAN EDUCATOR TRACK

I Basic Elements of Appointment as a Clinician Scholar on the Clinician Educator Track

A) Description

An appointment as a Clinician Scholar is one of the options available to faculty on the Clinician Educator Track (CET). This is a full-time faculty appointment made by the Dean in which the faculty member has the potential for a series of appointments that may exceed seven years, but which does not lead to the awarding of tenure. It is intended for persons who are health care practitioners and who hold the M.D., D.O. or equivalent degrees, or, in special circumstances, who hold other doctoral degrees. These faculty members are clinicians who have major responsibilities in clinical practice and in the teaching of medical students, residents and/or physicians in practice, and who also engage in scholarly activities. They may also pursue educational activities that involve other Temple University undergraduate, graduate and/or professional programs. Although research is not a primary focus of the appointee's activities as it is for tenure-track appointees, participation in clinical research or other scholarly work that results in dissemination of new information is strongly encouraged and is a requirement for promotion of faculty members with this type of appointment. A faculty member appointed as a Clinician Scholar is expected to devote his/her full professional time to activities on behalf of the research, patient care, educational and service functions of the Lewis Katz School of Medicine at Temple University. Salary structure and sources will be defined within each department, but fringe benefits, including tuition remission, will be identical to those established for faculty members appointed on the Tenure Track and as Clinician Educators on the Clinician Educator Track.

B) Titles

Appointees to the CET as Clinician Scholars will use non-prefixed, non-suffixed titles, and may be initially appointed at one of the following levels, as appropriate:

- Instructor of *Specialty*
- Assistant Professor of *Specialty*
- Associate Professor of *Specialty*
- Professor of *Specialty*

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C) **Responsibilities**

Persons appointed as Clinician Scholars on the CET will have major responsibilities in patient care and education and are expected to participate in scholarship and in service. Developing innovative methods for delivery of care and for its quality control are also desirable. Excellence in teaching is also expected and this may include development of curriculum and of teaching materials. Clinician Scholars are expected to participate in scholarly activity which results in dissemination of new information to the academic community. Service such as participation on academic and hospital committees is also encouraged. These activities and methods for evaluation of their quality are further defined below.

Patient Care: Faculty members appointed as Clinician Scholars will be expected to provide high quality primary or consultative medical care to patients. Quality should be recognized and documented by the faculty member's section chief or chairperson and by peers from the faculty member's department or from any other department who have regular professional interaction with the faculty member, such as referring physicians or other health care professionals. In addition, measures of patient satisfaction and/or evaluations by trainees should also be considered in evaluating the quality of clinical service.

Education: Faculty members appointed as Clinician Scholars also hold responsibility for the transmission, transformation and extension of knowledge, skills and values in medicine. These activities may occur in various formats: lectures, small group discussions or tutorials; in various settings: classroom, laboratories or clinical sites; and may be directed towards individuals at various levels: medical students, residents, fellows, other health professionals or colleagues. Clinician Scholars may also participate in the development of curriculum and teaching materials and in the development of evaluation techniques. They should maintain a teaching portfolio containing a summary of their activities as an educator, with appendices containing detailed supporting materials. All teaching activities should be described in this portfolio and evidence of teaching effectiveness such as student evaluations, peer reviews, course materials and details of professional recognition as an educator should be included. The contents of the teaching portfolio will be the primary tool used in determining if the faculty member has achieved excellence in education.

Scholarship: Clinician Scholars are expected to take part in scholarship, defined as the discovery, integration, and/or application of knowledge and its dissemination to the academic community. This will include original research or clinical case studies, resulting in presentation of findings at professional meetings and publication of clinical or scientific papers, reviews, chapters, or monographs. Publication of new educational modalities or of results of educational research is also considered to be scholarship. An individual need not take part in all of these categories of scholarship in order to perform

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at a satisfactory level in scholarship. While external funding of research is always desirable, it is not a requirement for this track. However, demonstration of external funding may be submitted to the Appointments and Promotions Committee for consideration at the time of promotion.

Service: Clinician Scholars participate in service activities of the section, department, school or university that support patient care, education or scholarship. This participation may include: service on Medical School or University committees, professional service at the community, state, national or international levels; active participation in institutional governance; active participation in professional societies; memberships on important institutional and national professional committees. The extent of such participation should be appropriate to the rank of the faculty member, with a greater degree of involvement for those of higher rank.

D) Term and Expiration of Appointment

An initial appointment as a Clinician Scholar on the CET may be made for up to five years. Subsequent appointment may be made for periods of between one and five years. The appointment shall expire at the time specified in the letter of appointment. The School will give notice of any intent not to reappoint a Clinician Scholar as follows:

- (a) not later than March 15 during the first academic year of service, if the appointment expires at the end of that year; or if an initial appointment for one-year or less expires during an academic year, at least three and one-half months in advance of its expiration;
- (b) not later than December 15 during the second academic year of service, if the appointment expires at the end of that year, or if the appointment expires during an academic year, at least six and one-half months in advance of its expiration; and
- (c) at least twelve months prior to the effective date of the non- reappointment if the non-reappointment occurs during the third or any subsequent year of service.

E) Delineation of Responsibilities

At the time of initial appointment and at each successive appointment, the Dean or the chairperson of the department, with the approval of the Dean, will define the responsibilities of the faculty member in the four categories of patient care, education, scholarship and service. These responsibilities will be used as specific criteria against which the School will evaluate that faculty member's performance and eligibility for subsequent appointment or promotion. Subject to the goals, needs, and resources of the School and the department, satisfactory performance in patient care, education,

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scholarship and service will generally qualify for appointment at more junior faculty levels. Subject to the goals, needs, and resources of the School and the department, excellent performance in patient care, education and either scholarship or service as well as satisfactory performance in the fourth category will generally qualify for successive appointment at more senior faculty levels and promotion at all faculty levels.

F) Successive Appointments

For successive appointment, the faculty member will receive a reappointment letter generally for the term of one or two years at the discretion of the chair/Dean. If reappointment is not planned the candidate will be notified in writing by the chair as reasonably as practicable.

G) Promotions

For promotion, candidates must submit such information as may be required by the Office of the Provost. Subject to University policies, promotions must comply with the following process within the School:

- Recommendation by the department committee responsible for appointments and promotions.
- Committee chairperson notifies candidate, in writing, of recommendation. Candidate provided opportunity for written response, to be included in promotion dossier.
- Recommendation by Department Chairperson.
- Chairperson notifies candidate, in writing, of recommendation. Candidate provided opportunity for written response, to be included in promotion dossier.
- Recommendation by LKSOM Appointments and Promotions Committee
- Committee chairperson notifies candidate, in writing, of recommendation. Candidate provided opportunity for written response, to be included in promotion dossier.
- Approval by Dean.

II. Criteria for Appointment at each Academic Level

A) Instructor

- 1) Appointment at the level of Instructor is intended for either early career individuals who are beginning their careers as independent practitioners or for individuals expected to fill interim or short-term positions. The letter of appointment will describe both the terms of appointment and its length, and will normally include a notice of intent not to reappoint in compliance with Section I I (D) hereof.
- 2) Criteria for Appointment
 - Must hold the M.D., D.O. or equivalent degree
 - If required by state regulation, will be licensed to practice medicine in Pennsylvania on or before the effective date of the appointment.
 - Preferred to be board eligible or board certified in a medical or surgical specialty or subspecialty, or to have equivalent practice experience.

B) Assistant Professor

- 1) Appointment at the level of Assistant Professor is expected to be the most common entry level appointment for an individual who has completed post-doctoral training. It is intended for those individuals committed to a full-time academic career which will have a focus on clinical practice, teaching, scholarship and service. In all cases the individual will be expected to develop an active, clinically productive practice, appropriate to his/her specialty. In addition, s/he is expected to participate actively in the student, resident and continuing education programs of the department and may participate in the development of curriculum, teaching modalities, etc. S/he will serve on appropriate departmental, school-wide and/or University committees as requested by the Dean and the department chairperson. As the individual's programs and talents develop, s/he is to be encouraged to initiate research that involves publication and/or presentation of scholarly material and to participate actively in local, regional and national organizations related to his/ her faculty responsibilities.
- 2) Criteria for Appointment
 - Must hold the M.D., D.O. or equivalent degree.
 - If required by state regulation, will be licensed to practice medicine in Pennsylvania on or before the effective date of the appointment.

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- Has board eligibility or board certification or its equivalent in a medical or surgical specialty or subspecialty.

C) Associate Professor

- 1) This level is intended for individuals who are ready to assume early leadership roles, who have held faculty positions usually for a total of at least five years, and who have demonstrated continuing excellent performance in patient care and excellence in two of the three categories of education, scholarship and service, with satisfactory performance accepted in the third category.
- 2) Criteria for Appointment
 - Must hold the M.D., D.O. or equivalent degree.
 - If required by state regulation, will be licensed to practice medicine in Pennsylvania on or before the effective date of the appointment.
 - Board certification or its equivalent in a medical or surgical specialty or subspecialty.
 - A pattern of achievement consistent with the rank of Associate Professor on the CET Clinical Scholar option as outlined in the LKSOM Tenure and Promotion Guidelines.

D) Professor

- 1) This level is intended for individuals who have achieved recognized expertise as clinicians and scholars. They must have had a total of at least ten years of faculty experience, and will have demonstrated innovation and leadership in patient care and education. Excellence in scholarship or service is also required and satisfactory performance in the final category.
- 2) Criteria for Appointment
 - Must hold the M.D., D.O. or equivalent degree.
 - If required by state regulation, will be licensed to practice medicine in Pennsylvania on or before the effective date of the appointment.
 - Board certification or its equivalent in a medical or surgical specialty or subspecialty.
 - A sustained pattern of achievement consistent with the rank of Professor on the CET Clinical Scholar option as outlined in the LKSOM Tenure and Promotion Guidelines.

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III. Conversion among Appointments on the Tenure Track, as Clinician Scholar on the CET and as Clinician Educator on the CET

A) Tenure Track Faculty Members holding Tenured Appointments wishing to move to the CET as Clinician Scholars

A faculty member holding a tenured appointment on the Tenure Track may at any time voluntarily request of the Dean, through the department chairperson, that s/he be transferred to the CET as a Clinician Scholar. Such transfer may be at that individual's same academic rank, or if appropriate criteria are met and recommendation is made by the appropriate reviewing bodies, transfer may be to an advanced rank, but in no circumstance will be at a lesser academic rank. The Dean, if requested, shall not be required to transfer the faculty member to the CET as a Clinician Scholar.

B) Tenure Track Faculty holding Non-Tenured Appointments wishing to move to the CET as a Clinician Scholar

A faculty member holding a non-tenured appointment on the Tenure Track may voluntarily request transfer to the CET as a Clinician Scholar and appointment on that track at the same or advanced academic rank. Regardless of the level of academic rank or length of appointment, each such request will receive full review by the departmental chairperson and the Dean. No such conversion shall ever be automatic. Each request shall be evaluated on the basis of established criteria for appointment/promotion within the CET as a Clinician Scholar. Faculty members denied appointment as a Clinician Scholar on the CET may remain on the Tenure Track, and will, at the time designated in the Faculty Handbook, be reviewed for tenure.

For tenured or untenured faculty who are denied appointment to the CET as a Clinician Scholar for any reason, criteria used for tenure and/or promotion will be those criteria which were in effect at the time the individual under consideration was first appointed to the Tenure Track.

C) Clinician Scholars on the CET wishing to transfer to an appointment as a Clinician Educator on the CET

A faculty member holding an appointment as a Clinician Scholar on the CET may at any time voluntarily request of the Dean, through the department chairperson, that s/he be transferred to an appointment as a Clinician Educator on the CET. The transfer may be at the individual's current rank or at an advanced rank, if criteria are met by the faculty member and if recommendation is made by the appropriate reviewing bodies. In no circumstance will appointment as a Clinician Educator be made at a lesser rank.

D) Clinician Educators on the CET wishing to transfer to an appointment as a Clinician Scholar on the CET

A faculty member holding an appointment as a Clinician Educator on the CET may voluntarily request that s/he be transferred to an appointment as a Clinician Scholar on the CET, for reasons such as to enable him/her to devote significant time to research activities in addition to clinical, educational and service activities. Any such request will be made to the Dean through the departmental chairperson. Such transfer may be at that individual's same academic rank, or if appropriate criteria are met and recommendation is made by the appropriate reviewing bodies, transfer may be to an advanced rank, but in no circumstance will be at a lesser academic rank.

E) Clinician Scholars on the CET wishing to move to the Tenure Track

- 1) A faculty member who has been appointed as a Clinician Scholar on the CET may apply for an available position on the Tenure Track, as one of a pool of candidates developed from a national search which adheres to Affirmative Action guidelines.
- 2) Should the faculty member be selected for the Tenure Track position, s/he must adhere to all University and School criteria for promotion and, at the time designated in the Faculty Handbook, must be considered for tenure, except as noted below.
 - a) At the request of the faculty member, up to three years of prior service as a Clinician Scholar on the CET may be counted as progression towards tenure consideration. In no case will this be mandatory but only at the written request of the faculty member when transfer to tenure track takes place and with the approval of the Dean and as stated in the President's letter of appointment.
 - b) In no instance shall service as a Clinician Scholar on the CET for seven or more years automatically lead to the awarding of tenure.
 - c) Faculty who are not making adequate progress toward tenure shall not automatically be considered for transfer back to the CET as a Clinician Scholar. Such a specific request must be made of the Dean by the faculty member in writing.
 - d) If the faculty member is denied tenure, s/he may not be appointed to the CET or to any other full-time faculty position.
- 3) The failure of a faculty member to be selected for a Tenure Track position will not adversely affect his/her standing as a Clinician Scholar on the CET. Successive appointment and promotion will continue to be determined by adherence to criteria defined for Clinician Scholars on the CET.

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IV. Termination

The University shall have the right to dismiss any faculty member on the CET prior to the expiration of the contract period for adequate cause, including incompetence, grave misconduct or neglect of duty, as well as for a bona fide financial exigency, or if such services are no longer required by reason of changes in the educational program of the School or the University. The procedure for any possible dismissal shall be as follows:

- A. Proceedings for dismissal shall be commenced by the Department Chairperson by letter addressed to the faculty member, which letter shall contain a statement of the grounds constituting adequate cause and stating that, if the faculty member so requests, a hearing to determine whether he or she should be dismissed will be conducted. The letter shall give the faculty member ten days from the date of the letter to request a hearing.
- B. If the faculty member requests a hearing, the Vice President of the Faculty Senate will appoint a hearing committee of three persons. No person with a faculty appointment in any department or center in which the faculty member has an appointment shall serve on the hearing committee. The Vice President of the Faculty Senate shall appoint the chairperson of the hearing committee.
- C. At the hearing:
 - a. The hearing committee need not follow the formal rules of court procedure or the formal rules of evidence but may accept any evidence that the committee concludes is reliable and will assist in making its decision;
 - b. The faculty member may have the assistance of counsel;
 - c. The faculty member may have the aid of the committee in securing the attendance of witnesses; and
 - d. The faculty member or his or her counsel shall have the right, within reasonable limits, to question all witnesses who testify orally.
- D. Following the conclusion of the hearing, the hearing committee shall make such report and recommendation to the Dean as that committee shall deem appropriate and shall provide a copy of that report and recommendation to the faculty member.
- E. After the Dean has received the report and recommendation of the hearing committee, the Dean shall take such action as he or she shall deem appropriate, which action may, at the sole discretion of the Dean, be consistent or inconsistent with the report and recommendation of the hearing committee. The Dean shall advise the faculty member of his or her decision in writing.

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F. The decision of the Dean shall be final and shall not be subject to review in any forum.

V. Modification

This guideline may be modified upon approval of the Dean of LKSOM, following consultation with University Counsel and the Office of the Vice Provost of Faculty Affairs.

Faculty can access relevant University policies through the following address:
<http://policies.temple.edu>

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