DEPARTMENT OF MEDICINE

BYLAWS OF THE FACULTY

1. The Faculty

1.1 Definition – for the purpose of the bylaws, the Faculty of the Department of Medicine is considered to consist of regular, fixed-term, HP (Health Professions), extramural and visiting members.

1.1.1 Faculty of the Department of Medicine shall consist of all persons who are appointed under the rules of tenure or, holding the rank of professor, associate professor, assistant professor or instructor, and persons holding fixed-term faculty appointments.

1.1.2 The extramural Faculty of the Department of Medicine shall consist of duly appointed faculty with clinical appointments with the rank of clinical professor, associate professor, assistant professor and clinical instructor, and those adjunct faculty that the department may occasionally appoint.

1.1.3 Visiting faculty shall consist of all persons who are appointed at other institutions and are visiting this department. They shall be considered members of the faculty, shall have all privileges of membership, but shall not be given rights to vote or hold office.

1.2 Faculty Responsibility to the Administration – The chairperson shall consult with the faculty in formulating major policy decisions affecting departmental personnel and programs, matters pertaining to promotions, tenure, research and curriculum, recognizing that the ultimate responsibility for such decisions must rest with the chairperson.

1.3 Voting Privileges

1.3.1 Voting faculty for matters “internal to the Department of Medicine” (matters relating to the department only) shall be extended to: a) those faculty members described in 1.1.1. above; b) those fixed-term faculty members who hold a non-prefix appointment. c) House officers and other physicians in-training shall not be granted such privileges.

1.3.2 Extramural faculty, (faculty as defined under 1.1.2.) shall have the right to attend, address and in all respects to participate in meetings of the Department of Medicine Faculty, but will not have voting privileges unless said faculty are individually franchised as described under 1.3.1., above.

1.3.3 Voting privileges on matters “internal to the College of Human Medicine,” in accordance with college bylaws, will be extended to regular faculty members, as defined under 1.1.1. and all faculty with non-prefix as defined in 1.3.1. whose names are presented annually by the department to the College Advisory Committee and approved by that body.

1.3.4 Voting privileges on university matters (external to the department and college) shall include all regular faculty as defined under 1.1.1, 1.3.1, and 1.3.3 above, in accordance with college and university bylaws.
1.3.5 On external matters, a faculty member jointly appointed in two or more units may vote only once in a given election; the faculty member shall vote in the Department of Medicine if this department has primary responsibility for initiating personnel action as indicated in the multiple appointment form filed in the Office of the Provost.

1.4 Identification of the department faculty – The chairperson of the department shall keep a list of the Faculty of the Department of Medicine showing rank, status and details of interdepartmental shared time

2. Departmental Faculty Organization

2.1 The chairperson of the department shall seek the counsel of the faculty of the department in formulating major policy decisions affecting departmental personnel and matters pertaining to appointments, promotions, tenure, teaching and service responsibilities, curriculum, research and clinical practice and shall provide such information as shall be requested by the faculty to assist in the development of informed opinion in the issues concerned.

2.1.1 During protracted periods of absence, the chairperson will appoint an acting chairperson. In the event of the chairperson’s unexpected loss of function, the acting chairperson will be the most senior member (in terms of service) of the Executive Committee.

2.2 The department shall be organized in various sections representing the several specialties of Internal Medicine, as identified by the chairperson.

2.2.1 Each section shall have a chief appointed by the chairperson. The faculty comprising each section shall be identified by the chairperson in consultation with the section chiefs.

2.2.2 The section chiefs shall report to the chairperson the activities of the sections regarding education, research and patient care on a regular basis.

2.2.3 The members of each section shall meet at least quarterly to review the activities of the section as they pertain to education, research and patient care.

3. There shall be standing committees and special committees of the faculty. The charges to each committee shall be made by the chairperson of the department, the faculty acting corporately, or by both acting in concert.

3.1 Standing committees may be charged with examining, investigating and making recommendations on any matter of proper interest to the Department of Medicine and relevant to the charge of the committee. Such committees shall submit reports to the chairperson who in turn will bring those matters which are of concern to the department as a whole, to the faculty of the department.

3.1.1 Reports and recommendations accepted, approved or disapproved by the faculty shall be placed in a permanent file in the Department of Medicine and be made available to the faculty on request.
3.1.2. There shall be SIX standing committees at the time these bylaws are implemented, to be known as:

(a) The Executive Committee;

(b) The Advisory Committee;

(c) The Internal Medicine Clerkship Directors Committee;

(d) The Internal Medicine Residency Program Directors Consortium Committee;

(e) The Reappointment, Promotion and Tenure Committee;

(f) The Peer Review Committee.

3.1.3. Executive Committee shall act on behalf of the faculty as the executive body of the faculty in the formulations and execution of policy in matters referred to the faculty by the chairperson. Its function shall be:

(a) to define the most effective means of executing specific aspects of policy;

(b) to provide a practical vehicle for the execution of such policies;

(c) to advise the chairperson regarding matters of faculty rights and privileges, curriculum, student performance and related matters.

3.1.3.1 The Executive Committee shall be a representative faculty committee elected by the members of the faculty. Only members with internal voting privileges are eligible for membership on this committee.

The committee shall consist of five elected members from the department.

(a) One community representative elected by the Internal Medicine Clerkship Directors.

(b) Four additional members elected from the department at large; there will be at least one member from each of the following categories.
   1. Assistant professor
   2. Associate professor
   3. Professor

(c) The chairperson of the department will be an ex-officio member of this committee without vote.

3.1.3.2 Members of the Executive Committee shall be elected for a period of two consecutive years. Individuals may be re-elected to the Executive Committee for additional terms up to a limit of 3 (three) consecutive terms (6 years).

3.1.3.3 The membership of the Executive Committee shall be staggered in such a manner that at least two new members are elected every year.
3.1.3.4 If vacancies occur on this committee, further elections shall be held to complete the term of the member leaving the committee.

3.1.3.5 The Chairperson of the Executive Committee shall be elected by the members of the committee from among the members of that committee.

3.1.3.6 The Executive Committee shall review promotion guidelines for both prefixed and non-prefixed faculty each year to determine the continued relevance and appropriateness of existing guidelines and to ensure consistency with all relevant College and University promotion standards and criteria. The Department Chair will use the guidelines to recommend promotion for faculty.

3.1.4 The Advisory Committee shall act on behalf of the faculty as a steering committee of the department.

3.1.4.1 It shall consist of all the section chiefs, the internal medicine residency director and the chairperson of the Executive Committee with the department chairperson acting as the chairperson of the Advisory Committee.

3.1.4.2 The Advisory Committee shall meet at least once a quarter and shall have the following functions:

(a) To advise the chairperson on the coordination and implementation of the functions of the various sections and department as a whole as they relate to patient care, education and research.

(b) To formulate and to codify policy recommendations (related to its mission) for presentation to and approval by the faculty.

(c) To monitor the relevant policies of the university, college, other units of the university and other bodies to which the department is related.

(d) To inform the faculty of its rights and responsibilities when making recommendations which have extra-departmental effects.

(e) To coordinate and facilitate the off-campus and on-campus clinical activities of the members of the Department of Medicine.

(f) To supervise and facilitate the day-to-day functioning of the Department of Medicine Module(s) in the Clinical Center.

(g) To develop policies for “risk management” as they relate to the practice of medicine by members of this department.

(h) To implement the policies approved by the Department of Medicine as they relate to clinical activities of the faculty.

(i) To conduct on an ongoing basis, an audit of the clinical activities of each faculty member to assess the quality of care being provided by the members of the faculty.
(j) To participate in an in-depth review of the clinical practices of individual faculty members when serious deficiencies are identified or suspected during the routine review process.

3.1.5 Internal Medicine Clerkship Directors Committee shall consist of the Internal Medicine Clerkship Directors at the various MSU campuses (presently Lansing, Kalamazoo, Saginaw, Grand Rapids, Flint, the Upper Peninsula, and Traverse City).

3.1.5.1 The committee shall elect from within its members a chairperson to serve a one year term. The chairperson may be re-elected for consecutive terms.

3.1.5.2 The committee shall meet at least once per quarter and shall have the following functions:

(a) To formulate recommendations to the chairperson for approval by the faculty concerning internal medicine clerkships and related matters in the various communities.

(b) To implement in their communities, those policies approved by the department.

(c) To bring for discussion with the Faculty of the Department of Medicine, specific issues which exist in the community but have impact on the department as a whole.

(d) To make recommendations to Department chairperson concerning student’s performance in department clerkships.

3.1.6 Internal Medicine Residency Program Directors Consortium Committee shall consist of the program directors of the Department of Medicine affiliated residency programs.

3.1.6.1 The committee meets at least once a quarter.

3.1.6.2 The primary responsibility of the committee will be to address mutual interest and issues across the communities.

3.1.7 Promotions and Tenure Committee. The minimum size of the Reappointment, Promotion and Tenure Committee will be five members. It will consist of one Assistant Professor, one Associate Professor and at least 3 Professors.

3.1.7.1 The Assistant Professor, the Associate Professor, and one Professor will be selected from the Executive Committee, by the Executive Committee.

3.1.7.2 Two Professors will be selected for the Reappointment, Promotion and Tenure Committee from the Department’s faculty by the Department Chair to complete the minimum of three Professors.

For promotion that involves the award of tenure, additional tenured faculty will be appointed by the Chair to ensure that at least 4 tenured faculty are on the Committee.
3.1.7.3 The Chair of the Department of Medicine may appoint additional Professors to the Reappointment, Promotion and Tenure Committee as the need arises, at the discretion of the Chair.

3.1.7.4 The term for Executive Committee members on the Reappointment, Promotion and Tenure Committee will match their Executive Committee membership term. The term on the Reappointment, Promotion and Tenure Committee for other RP&T Committee members is a 3-year cycle. There will be no more than 2 consecutive terms, but Professors can be appointed to the Committee after one year off the Committee. Professors named to sit on the Committee by the Department Chair in supplement to the 5-member minimum would serve on a temporary basis only, with the duration of their appointment specified by the Department Chair.

3.1.7.5 In order to initiate staggered cycles for three-year appointments, in 2004 the Department Chair will select one tenured Professor to serve for 2 years. All other appointments will follow the term of service noted above.

3.1.7.6 At least 3 of the voting* members of this committee shall be full Professors. The Department chairperson and associate chairperson shall not be eligible to serve on this committee.

3.1.7.7 The chairperson of the Promotions & Tenure Committee will be the chairperson of the Executive Committee.

3.1.7.8 If a member declares conflict of interest, the Executive Committee will appoint a replacement in accordance with the composition of the Executive Committee.

3.1.7.9 The recommendation by the Promotions and Tenure Committee will be decided by a simple majority of those in attendance of the meeting.

*it is anticipated (and expected) that the voting members would have attended a majority of the meetings of the Promotions & Tenure Committee.

3.1.8 The Peer Review Committee shall review ongoing clinical quality projects of the Department and cases involving Departmental faculty members for which adverse outcomes, patient complaints, or quality concerns arise.

3.1.8.1 The Peer Review Committee shall have five members:
(a) The chairperson of the Executive Committee or his/her designee (who will also serve as chair of this committee);
(b) One member elected by the Executive Committee;
(c) Three other faculty members (regular or fixed-term) appointed by the Committee Chairperson.

3.1.8.2 The Peer Review Committee shall meet at least quarterly; a quorum shall be defined as three members.

3.1.8.3 Given presumptive cause, the department chairperson has the responsibility and the authority to summarily suspend a faculty member from performing clinical activities conducted under the auspices of the department. The department chairperson need not
formally consult with any committee or others prior to initiating such a suspension, but shall inform the Peer Review Committee within three days following such action. However, when feasible, he/she should consult with the Peer Review Committee prior to a summary suspension.

3.1.8.4 In the event that a faculty member is summarily suspended from clinical activities by the department chairperson, the Peer Review Committee shall meet to conduct an in-depth review of the allegations against the faculty member within two weeks of such action, as detailed in the by-laws.

3.1.8.5 The Chairperson or chair of the Peer Review Committee may also request more in-depth review of an individual faculty member in case a complaint, judged by the Chairperson to be of serious importance and sufficient or potential credibility, is received regarding the professional behavior or competence of a faculty member.

3.1.8.6 The Peer Review Committee will use the following process for reviewing faculty suspensions and cases of concern:

(a) The Chairperson will notify the faculty member involved.
(b) The faculty member to be reviewed shall have the right to choose a faculty member of the College of Human Medicine to represent him/her at the Peer Review Committee hearing to act as an advocate for the faculty member. The advocate shall not have the right to vote. No member of the Peer Review Committee may serve as an advocate.
(c) Departmental peer review is performed as part of the overall HealthTeam Peer Review Process. Findings are reported to the HT Peer Review Committee. The output findings of the case reviews are provided to the Chairperson of the department and the Chairperson of the Health Team Peer Review Committee within 30 days of completed internal review.

3.1.8.7 The Peer Review Committee will review reports of ongoing quality improvement projects performed by member divisions at each of its meetings. These reports will include:
(a) Goals and objectives for the project, including the topic, methodology, and estimated number of patients to be reviewed;
(b) Updates on progress toward the goals;
(c) Final report submitted no later than July 1 of each year to include information required per HealthTeam policy.

3.1.8.8 The quality improvement results will be reported to the MSU HealthTeam Peer Review Committee per HealthTeam policy.

3.2 Special committees for specific and limited purposes may be appointed by the chairperson and the department with the approval of the Executive Committee. Such committees shall remain active for periods of not longer than one year.

3.2.1 In the event that a Special committee should be required to continue its existence for longer than one year from its inception, the department chairperson in consultation with the Executive Committee may extend the term of the special committee for one
additional year. Changing the status of a special to a standing committee will require a change in the bylaws.

3.3 Standing and special committees may invite, at their discretion without restriction, any persons to their meeting in an advisory or observational capacity and without vote, subject only to the approval of the majority of the committee present.

4. Meetings of the Faculty of the Department of Medicine shall be of two forms designated “Ordinary Meetings” and “Meetings of the Faculty in Committee”.

4.1 Ordinary meetings may be convened at any time by the chairperson of the department or his/her appointed designee, by one week’s notice to all faculty members of the department entitled to attend. Ordinary meetings may also be convened at any time by half of the internal voting faculty, plus one.

4.2 Meetings of the Faculty “In Committee” shall be convened by the chairperson of the department. The purposes of a meeting of the faculty in committee shall be: to insure continuity and consistency in the decisions made by the faculty; to provide an opportunity to review the effects of departmental activities; to hold special elections (see below); and to conduct official business. The agenda of these meetings shall include:

(a) the chairperson’s report summarizing policy decisions made since the previous meeting;

(b) reports by the chairpersons of standing committees of the department on matters taken under consideration since the previous “In Committee” meeting of the faculty;

(c) submission of resolutions by standing committees for approval by the faculty;

(d) amendments to the bylaws;

(e) election of members to departmental standing committees and appropriate college and university committees;

(f) approval of voting rights of extramural and part time faculty members, when appropriate.

4.3 A formal agenda shall be distributed beforehand, for meetings convened under sections 4.1 and 4.2.

4.4 Proposals for nominations to committees shall be made only by voting members in attendance at the meeting designated. A second is required. Voting shall be by written ballot; a faculty member to count ballots shall be appointed by the chairperson of the meeting. A simple majority vote shall determine the result. In the event of a tied vote, the chairperson of the meeting shall vote to break the tie. If there are more than two candidates and no majority is achieved a “run off” election between the two candidates with the highest plurality will be held.

4.4.1 Faculty members proposed for nomination shall have the right to decline nomination provided that notice is given either (a) by statement when personally attending the
meeting at which nominations are made, or (b) prior to the meeting: The agreement to serve if elected must be obtained from each potential nominee before his/her name is placed in nomination. When the name of the individual faculty member has been forwarded it shall be the responsibility of the nominee to serve.

4.5 Quorum – For purposes of conducting business a quorum shall be defined as those voting faculty members of the department present at a meeting. Passage of any measure shall require a simple majority of votes of the eligible faculty present at a meeting.

4.5.1 Amendments to or revisions of the bylaws require notification of all department faculty at least two weeks in advance.

(a) after discussion at the department meeting, mail ballots will be distributed to all eligible internal voting faculty of the department;

(b) passage will require 2/3 majority of returned ballots.

4.6 Referendum – If any member of the faculty questions the passage or defeat of any motion during a meeting of the faculty, he/she may with the support of 30% of the voting members in attendance, call for a mail-ballot referendum. In such cases the department Executive Committee shall prepare, distribute, collect and tally the ballots and shall report the results of the referendum to the faculty at the next regular faculty meeting.

4.7 The chairperson of the department or his/her designee shall be chairperson of all faculty meetings.

4.8 The chairperson shall not vote in the first instance on any motion. In the event of a tied vote, he/she will vote to break the tie.

4.9 All meetings of the faculty shall be recorded in minutes which shall include the names of the members in attendance, the proposer and seconder of all motions, the results of all votes taken and the formal statement by the chairperson of the fate of each motion. Faculty speaking to a motion may request inclusion in the minutes of any material or comments made relevant to the motion.

4.9.1 Minutes of ordinary meetings shall be submitted for approval at the next ordinary meeting, and minutes of the faculty “In Committee” shall be submitted for approval at the next meeting of the faculty “In Committee”.

5. Representation of the Faculty in Extradepartmental Bodies

5.1 Representatives of the Faculty of the Department of Medicine on extradepartmental bodies within the university shall be drawn from regular and fixed-term faculty as defined in sections 1.1. and 1.1.1.

6. Interpretation and Amendments

6.1 The faculty, as represented by a majority of those eligible members voting at a faculty meeting, shall be the final authority with regard to the interpretation of these bylaws,
subject to any restrictions imposed by the latest version of approved bylaws of the College Human Medicine of Michigan State University, as amended.

6.2 Amendments to these bylaws may be introduced in writing at meetings of the faculty “In Committee” by the chairperson, by the Executive Committee, or by any group of five or more faculty members with privileges to vote on internal matters. Amendments shall become part of the bylaws when approved by the faculty as stated in section 4.5 and 4.6. Proposed amendments must be submitted to the faculty in writing at least two-weeks prior to the meeting.

7. Faculty Procedures with Respect to Reappointment, Tenure and Promotion

7.1 The group designated to make initial reappointment, promotion and tenure recommendations shall be the Reappointment, Promotion and Tenure Committee of the Department. Successful candidates must fulfill all relevant Department, College, and University criteria.

7.2 The department chairperson shall review with each faculty member, on appointment, the status of that faculty member with respect to the tenure system of the university, and the rights and responsibilities applicable to that status. When relevant, attention shall be drawn to the principles of the tenure system as set forth in “Operating Principles of the Tenure System,” in “Policy Handbook for Michigan State University Faculty” and to these bylaws. Knowledge of and familiarity with these documents is the responsibility of the faculty member.

7.2.1 Upon initial appointment, each faculty member appointed shall prepare, in conjunction with the department chairperson, or designee, a statement of objectives for one and three years. These shall be reviewed and reevaluated at each annual review.

7.2.2. These “statements of objectives” for each individual faculty member shall include explicit reference to clinical, teaching, research and administrative responsibilities in clearly formulated objective terms. Where no responsibility is to be taken in a given area, this shall be recorded. These objectives may be modified at any time by the mutual consent of the faculty member and the chairperson.

7.3 Each year, every faculty member shall have an annual review. This shall be conducted by the chairperson or his or her designee reporting to the chairperson. During this annual review, statements of one and three year objectives will be reviewed and future one and three year goals established accordingly.

7.4 Each year, the chairperson or designee shall review with each faculty member, the one-year statement of objectives, the extent to which these have been met and the reasons why some of the objectives may not have been accomplished. This shall form part of the annual review. This statement of objectives will emphasize particular areas in which the faculty person will concentrate his/her activities. For those individuals being considered for promotion or tenure, these objectives and any other modifications to them will be taken into account as part of the Reappointment, Promotion and Tenure deliberations.

7.4.1 The annual statements of objectives, and the statement of annual reviews of individual faculty members shall be kept by the Chairperson in his/her files but will be available to
the Reappointment, Promotion and Tenure Committee for consideration of
Reappointment, Promotion and Tenure.

7.4.2 A recommendation for promotion to Associate Professor or Professor in the HP/fixed
term system shall be based on several years of sustained, outstanding achievements in
education, patient care, institutional service at MSU, and scholarship across the mission,
consistent with performance levels expected for promotion to Associate Professor or
Professor in comparable tracks at peer universities. A reasonably long period (typically 5
years) in rank before promotion is usually necessary to provide a basis in actual
performance for predicting capacity to become an expert of national stature and long-
term, high quality professional achievement.

A promotion action is not considered “early” if justified by a record of performance at
another university, provided the performance meets MSU standards. Early promotion is
based on an exceptional record of accomplishments at MSU that is based on
department/school/college and University criteria. Early promotion is reserved for
extraordinary cases.

7.4.3 At any time, a faculty person may request the chairperson in writing to release specified
other information from the confidential files to the Promotions and Tenure Committee
and/or Executive Committee.

7.5 The criteria to be used in the deliberations of the Promotions and Tenure Committee
regarding reappointment, promotion, and tenure are divided into a number of categories.
Some of these are commonly used tangible criteria in academic medicine and others are
intangible, but are none-the-less, important. The categories to be considered are listed
below. Achievements in the areas of special emphasis as documented in the previously
written annual objectives will be considered particularly important.

7.5.1 Teaching is a requirement for all faculty members and teaching of students, residents and
practicing physicians shall be considered. The faculty member shall demonstrate:

(a) familiarity with the basic subject matter and knowledge of recent advances in the
subject being taught;

(b) good organization and communication of oral and written material;

(c) ability to present material in a clear, concise and stimulating manner;

(d) recognition of individual differences in learning needs and capacities;

(e) demonstration of appropriate flexibility, according to the teaching setting;

(f) adaptation of subject matter to level of audience sophistication;

(g) adjustment of the teaching style according to feedback from students or peers;

(h) availability for student consultation on a regular and predictable basis;

(i) responsibility and cooperation regarding teaching activities and assignments;
(j) teaching productivity required for promotion will be based on the time available to the faculty for teaching and the faculty members’ accomplishments in that area. The amount of time available for teaching will be prospectively determined by the division chief or department chair at the annual review.

7.5.2. Research/Scholarly Pursuits - Research accomplishment is a requirement for all promotions to associate professor and professor and for awarding of tenure. Persons defined as clinician-educators who are appointed in the HP or fixed term systems must contribute to scholarly activity as noted in 7.5.2.2

The definition of scholarly activity is the creation and dissemination of new knowledge and understanding. Contributions to new knowledge and understanding and its dissemination are principally demonstrated by peer reviewed articles in quality journals recognized by the discipline. Books, chapters, monographs, patents, technical reports and peer reviewed externally funded research grants may be considered scholarly activity, if they advance knowledge and understanding.

7.5.2.1 Faculty members should actively seek financial support for scholarly activity and direct these resources at his/her disposal with maximal efficiency and responsibility;

7.5.2.2 Scholarly productivity required for promotion will be based on the time available to the faculty for scholarly activity and the faculty members’ accomplishments in that area. The amount of time available for scholarly activity will be prospectively determined by the division chief or department chair at the annual review. For a faculty member with 5% or less time available for scholarly activity, examples of adequate scholarly activity within the review period (typically 5 to 7 years) might include: authorship or co-authorship in two peer reviewed articles of hypothesis driven work; or authorship/coauthorship of one hypothesis driven peer reviewed article AND authorship/coauthorship of at least two of any of the following products: book chapters, review articles, published case reports, or abstracts/posters/presentations at regional or national meetings. More products would be expected for faculty members with more than 5% time available for scholarly activity.

7.5.3 Service

7.5.3.1 Patient care – clinical faculty members are expected to participate in patient care activities. In delivering patient care, the following qualities are considered desirable:

(a) use of the most contemporary knowledge available when providing consultant or primary care for patients;

(b) effective relationship to patients, physicians and others providing service to patients;

(c) demonstration of good clinical judgment and maintenance of high standards of patient care;

(d) demonstration of high ethical standards in the delivery of patient care;

(e) participation in quality improvement activities and cooperation in submitting his/her
(f) responsible in meeting clinical standards;

(g) quality and productivity in patient care is required for promotion. This is based on the time available to the faculty for patient care and the faculty members’ accomplishments in that area. The amount of time available for patient care will be prospectively determined by the division chief or department chair at the annual review.

7.5.2 Committees and other duties – The faculty member shall:

(a) cooperate and participate appropriately in committees of the department, college, university and its affiliated institutions including participation in departmental faculty meetings and ad hoc meetings;

(b) serve and make a contribution where appropriate in consultant capacity to state, national or other private and public organizations related to health care.

7.5.3 Community service – The faculty member shall:

(a) respond to request for community education;

(b) perceive community needs in his/her field of expertise, and initiate community services as necessary and feasible.

7.5.4 Comparability with Peers – In order for a person to be worthy of Reappointment, Promotion and Tenure he/she should have shown sufficient progress and worthy contributions in his/her chosen endeavors to enable him/her in his/her new rank to be comparable in general with people of similar rank and sophistication in this department, other clinical departments of this and other similar universities. This should be documented by both internal (MSU) and external (outside MSU) letters.

7.5.5 Other factors in the conduct of a faculty member which contribute to the effective functioning of the department may also be taken into account.

7.5.6 Expectations for productivity in teaching, research, scholarly activity and patient care for faculty appointed in the HP or fixed term systems will be commensurate with appropriate times allocated for such activities by the Department Chair and/or his or her designee. Time allocation for tenure system faculty will have no impact on expectations for scholarly productivity.

7.5.7 Expectations for productivity in research for tenure system faculty are outlined in College and University Reappointment, Promotion and Tenure documents and are independent of the percent allocation of effort.

7.6 Methods of evaluation.

7.6.1 At the “annual review,” each department member eligible for promotion, or tenure shall have his/her qualifications reviewed by the department chairperson or his designee. At
the annual review the previous years’ percent effort devoted to Patient Care, Research, and Administration will be documented and the performance in each of these areas reviewed. At this time, the department Chairperson or his/her designee will discuss with the faculty member his or her suitability for Reappointment, Promotion and Tenure along with the reason for the recommendation.

7.6.2 Each spring the Executive Committee shall review Department guidelines for faculty and make recommendations to the Chair for changes in policy. Promotion guidelines will reflect expectations for productivity in appropriate University appointments and ranks.

7.6.3. The chairperson will provide a list to the Reappointment, Promotion and Tenure Committee of faculty members eligible for reappointment in the tenure system. Their credentials will be reviewed and recommendations made regarding reappointment. The Reappointment, Promotion and Tenure Committee will then forward its recommendations to the Chairperson.

7.6.4 The Promotions and Tenure Committee shall complete the review of all relevant materials prior to January 4th of each year.

7.6.5 Reappointment, Promotion and Tenure Required Materials.

7.6.5.1 Each year, the candidate for reappointment, promotion and/or tenure must submit a current curriculum vitae and names with contact information (address, phone number and e-mail) of at least five (5) potential references by September 1. The Chair of the Reappointment, Promotion and Tenure Committee will request letters from potential referees provided by the candidate. As per University policy, the candidate may not contact potential referees for letters of reference. Potential referees will be provided with copies of the candidate’s curriculum vitae, the appropriate department and college promotion guidelines, and when requested, any items from the candidate’s portfolio.

7.6.5.2 It is also the responsibility of each candidate for reappointment, promotion and/or tenure to submit the following to the Department Chairperson by October 15 of each year.

(a) A resume of activities at the present rank which the candidate wishes considered for reappointment promotion and/or tenure.

(b) Copies of publications, papers, presentations, instructional materials, reviews, manuscripts in preparation or submitted, student ratings or teaching effectiveness, letters of reference or other relevant material as specified by College and University guidelines.

(c) Form D or HP-D and all other required documents required by the College of Human Medicine and Michigan State University.

Failure to submit any of the items in 7.6.5.1 and 7.6.5.2 above, which are under the candidate’s direct control, will result in failure of the committee to consider the candidate.

7.6.6 The Promotions and Tenure Committee will review:
(a) all documents described in 7.6.5 and 7.5.4.

(b) the annual statement of objectives (See 7.2.2.) submitted by the chairperson.

7.6.7 The Promotions and Tenure Committee may also request: (a) interviews with the faculty member being considered and other members of the department and others whose data and opinions are considered valuable. (b) interview with the chairperson to discuss the annual faculty reviews of previous years as conducted by the chairperson may also be held.

7.6.8 A candidate for reappointment, promotion, and/or tenure may request in writing an appearance before the Reappointment, Promotion and Tenure Committee to elaborate on any part of his or her application. Any requests to confer with the committee must be submitted to the Department Chair by October 15.

7.7 After a thorough review, the Reappointment, Promotion and Tenure Committee shall make one of the following recommendations:

(a) recommendation(s) for reappointment in the tenure stream, tenure and/or promotion, whichever is (are) appropriate;

(b) recommendation for no change in status;

(c) recommendation for no reappointment in the tenure stream;

(d) In case of application for tenure from an individual not appointed in the tenure system, the committee also has the option of deciding not to act, without prejudice to subsequent evaluations of the faculty member.

7.7.1 In the event of an adverse assessment by the Reappointment, Promotion and Tenure Committee, the faculty member shall be so informed and may at his/her discretion, require a further review by the Reappointment, Promotion and Tenure Committee, including the right of personal appearance and the presentation of any other relevant data or other material. This personal appearance before the committee shall be completed by December 15 and other relevant data and material presented shall be included in the candidate’s packet.

7.7.2 Upon receipt of the recommendations from the Promotions and Tenure Committee, the department chairperson shall prepare his/her own recommendation for each eligible faculty member, which shall be made known to the faculty member and to the Reappointment, Promotion and Tenure Committee.

7.7.3 The department chairperson has the right to agree or disagree with the recommendation of the Promotions and Tenure Committee and to consider any item in the faculty member’s file.

7.7.4 In the event that the Promotions and Tenure Committee or chairperson does not recommend promotion or tenure, the faculty member may request the conclusions of the Promotions and Tenure Committee and chairperson in writing for support of an appeal.
7.7.5 In any event, the complete set of conclusions and recommendations of the Promotions and Tenure Committee and of the department chairperson shall be forwarded to the Dean.

7.8 All faculty members with a health programs appointment must be reviewed for reappointment by the Executive Committee according to the university health programs policy.

8. Intradepartmental Procedures for the Resolution of Grievances

Model Academic Unit Grievance Procedure

8.1 Any department faculty member with the rank of professor, associate professor, assistant professor, lecturer, instructor, assistant instructor, research associate, specialist, or librarian may initiate a grievance procedure, alleging violation of existing policies or established practices by an administrator, by filing a complaint with the FGO pursuant to the procedures set forth in the Faculty Grievance Procedure.

8.2 Initiation of Grievances and Rearing Procedures

8.2.1 Initiation of Grievances

8.2.1.1 A faculty member who feels aggrieved may without delay discuss the matter in a personal conference with the FGO. The FGO shall determine if the grievance falls under the Faculty Grievance Procedure, the University Committee on Faculty Tenure or the Anti-Discrimination Judicial Board.

8.2.1.2 In order to establish and retain access to the formal hearing mechanisms at the department level, a faculty member must submit a written grievance statement to the FGO within 30 days of his/her first knowledge of the alleged violation.*

8.2.1.3 The grievance statement shall set forth the alleged violation of existing policy or established practices, a concise statement of the facts relevant to the grievance, the name(s) of any administrator(s) whose action is at issue, the approximate date on which the alleged action took place, and the redress sought.

8.2.1.4 The FGO shall forward a copy of the grievance statement to the administrator(s) named within 10 days of receipt of the grievance.

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* For good cause shown, any time limits specified in this document may be waived or extended by the FGO or upon mutual agreement of the parties. References to days in this document are to calendar days.

8.2.2 Informal Resolution

8.2.2.1 The FGO shall investigate the grievance and make every reasonable effort to resolve it informally. The FGO may recommend dropping the grievance as lacking in merit or for other just cause. Such a recommendation, however, shall not be binding on the grievant.
8.2.2.2 Within 30 days of the filing of the grievance statement, the parties and the FGO shall attempt to resolve the grievance informally. If the FGO determines that the grievance cannot be resolved informally, notice shall be provided to the parties. If the faculty member wishes to pursue the grievance, a written request for a formal hearing must be submitted to the FGO within 30 days of such notice. Failure to submit such a request will constitute a waiver of the faculty member's right to pursue the grievance.

8.2.2.3 The FGO shall determine after consultation with both parties the appropriate hearing level (department, college, university) and shall notify the administrator at the appropriate level of the written request for hearing.

8.3 Formal Hearing Procedures

8.3.1 A department hearing panel shall be established by the FGO in the following manner:

8.3.1.1 A hearing panel shall consist of 3 members, drawn by lot from the department faculty. All drawing shall be conducted by the FGO.

8.3.1.2 The FGO shall notify each party of the names drawn for the hearing panel and within 10 days either party may challenge any member for cause. In addition, each party shall have one peremptory challenge. Cause shall be determined by the Executive Committee. Challenged members shall be replaced pursuant to the procedures stated in 3.1.1 of the Faculty Handbook.

8.3.2 The hearing panel shall conduct a hearing according to the procedures stated below and according to guidelines in Articles 3 and 6 of the Faculty Grievance Procedure.

8.3.3 Guidelines for the Conduct of Department, College and University Level Hearings

8.3.3.1 Department, College and University level hearings shall be conducted in accordance with the following guidelines:

8.3.3.1.1 Records shall be maintained throughout the informal and formal phases of each grievance by the parties and records of all formal proceedings shall be promptly filed with the FGO upon completion of such proceedings.

8.3.3.1.2 All hearings shall be recorded. A party may request and obtain a copy of the recording from the FGO.

8.3.3.1.3 Hearing panels shall serve throughout an entire proceeding.

8.3.3.1.4 A hearing panel shall take necessary precautions to avoid any conflict of interest on the part of its members.

8.3.3.1.5 The membership of hearing panels shall not be selected by administrative appointment.

8.3.3.1.6 Formal hearings shall be closed unless the parties agree otherwise.
8.3.3.1.7 The privacy of confidential records used in the hearing shall be respected.

8.3.3.1.8 Hearings shall be conducted in good faith and are to be completed within 30 calendar days unless the FGO determines that an extension of time is necessary.

8.3.3.1.9 All parties may present their cases in person and may call witnesses on their behalf. A party may elect not to appear, in which event the hearing will be held in his or her absence. Absence of a party shall not be prejudicial to the case.

8.3.3.1.10 All parties are entitled to counsel of their choice. Counsel must be identified to the FGO who shall inform the parties and the hearing panel at least 48 hours prior to the time set for hearing.

8.3.3.1.11 Any party or counsel shall be entitled to ask pertinent questions of a hearing panel or any witness.

8.3.3.1.12 A hearing panel shall decide whether the preponderance of the evidence does or does not support the allegations made by the grievant.

8.3.3.1.13 Upon commencement of any hearing, hearing panels shall resolve any procedural or jurisdictional issues raised by the parties, except those falling under Article 1.4 of the Faculty Handbook, after providing each party the opportunity to be heard on such matters. However, neither party may advance any issue that has already been adjudicated through the procedures outlined in Article 3.1 of the Faculty Handbook. The FGO shall include all documents concerning disputed claims of jurisdiction in the packet of materials distributed to the hearing panel, and shall forward such documents, along with the hearing panel's report, to the administrator who is authorized to decide the grievance.

8.3.3.1.14 Hearing bodies may consider evidence submitted by the parties concerning the relative credentials of faculty members in determining the merit of grievances involving salary, appointment, re-appointment or promotion.

8.3.3.1.15 Findings and recommendations of hearing panels shall conform to existing policy and procedures in the Department of Medicine.

8.3.3.1.16 Hearing panels shall report their findings and recommendations in writing within 14 days of the completion of the hearing to the FGO, who shall forward them to the grievant, the respondent, and the administrator who is the respondent's immediate supervisor.

8.3.3.2 Upon the request of either party, the FGO, prior to convening a hearing panel, or a hearing panel, upon being convened, has the authority to request that appropriate individuals discontinue or postpone any action threatening irreparable harm pending final disposition of a case.

8.3.3.3 Written notice of the time and place of the hearing, a copy of these procedures and any other documents deemed relevant by the FGO shall be provided to each party and to the panel 72 hours before the hearing.

8.3.3.4 All parties shall be notified in writing of their right to appeal by the FGO when a copy of any decision is forwarded to the parties.

8.3.4 A hearing shall commence within 14 days of the establishment of the hearing panel.
8.3.4.2 The FGO shall assemble the hearing panel and shall supervise selection of the Presiding Officer from among the members of the hearing panel.

8.3.4.3 The Presiding Officer shall apply the rules of procedure consistent with the guidelines stated in section 8.3.3.

8.3.4.4 The hearing panel shall decide whether the preponderance of the evidence does or does not support the allegation(s) made by the grievant.

8.3.4.5 Whenever a hearing panel loses a member, the hearing shall be terminated and a new panel selected.

8.3.4.6 Hearing panels shall report their findings and recommendations in writing within 14 days of the completion of the hearing to the FGO, who shall forward them to the grievant, the respondent and the administrator who is the respondent's immediate supervisor.

8.3.5 The Chairperson of the Department shall provide written notification of his/her decision to the parties to the grievance and to the FGO within 14 days of his/her receipt of the findings and recommendations of the hearing panel. Failure to provide written notification shall result in automatic appeal.

8.3.6 If the grievance is not satisfactorily resolved, either party may appeal the decision within 14 days of the receipt of the decision of the appropriate administrator, in accordance with the procedures established in Article 5 of the Faculty Grievance Procedure.

8.3.6.1 Failure to appeal within the prescribed time shall be deemed to be acceptance of the decision.

9. All matters of parliamentary procedure raised during any meeting of the department shall be resolved according to Robert’s Rules of Order, revised, unless otherwise specified in those bylaws.

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