

**BYLAWS FOR THE GOVERNANCE
OF THE
ROWAN UNIVERSITY
SCHOOL OF OSTEOPATHIC MEDICINE**

Preamble: The Rowan University School of Osteopathic Medicine is dedicated to improving access, affordability and quality of both education and healthcare for our community and the nation. An emphasis on primary health care and community health services reflects the School's osteopathic philosophy, with specialty care and centers of excellence demonstrating our commitment to innovation and quality in all endeavors.

To advance our mission we:

- Develop clinically skillful, compassionate and culturally competent physicians from diverse backgrounds who are grounded in our osteopathic philosophy and ready to meet future healthcare workforce needs;
- Advance research, innovation and discovery to improve health and solve the medical challenges of today and the future; and we
- Provide exceptional patient-centered care, with an emphasis on primary and interprofessional team-based care that responds to the needs of the community including underserved and special needs populations.

These Bylaws identify basic policies, governing principles and standing rules of the School to fulfill this mission.

ARTICLE I CONSTRUCTION AND APPLICATION

Section 1 - Construction

1.1 - These Bylaws shall constitute the standing rules for the governance of the School of Osteopathic Medicine ("RowanSOM") as an educational unit of Rowan University. Nothing in these Bylaws shall contravene any provision of the bylaws governing Rowan University, nor shall they be construed as an infringement upon the powers and authority of the Rowan University Board of Trustees (Board of Trustees/Board) or upon the powers and authority of the President as delegated by the Board. Where the Faculty and administration exercise their authority under these Bylaws to establish policy and procedures, they shall be consistent with established policy of the Board of Trustees.

1.2 - As an underlying principle of these Bylaws, the policies of the University and RowanSOM shall be developed through consultation and discussion with appropriate groups, for example, the Faculty, administration, student body, alumni and the residents of areas in which RowanSOM shall operate.

1.3 – All faculty physicians are to adhere to the Code of Ethics of the American Osteopathic Association, and the RowanSOM Code of Conduct as per the Faculty Handbook (<https://som.rowan.edu/documents/somfacultyhandbook.pdf>)

1.4 - The terms "he," his," him" are used generically in these Bylaws to refer to females as well as males.

Section 2 - Application

2.1 - These Bylaws shall apply to all General Faculty (as defined in Article III) and General Faculty activity within the academic and health care service components of RowanSOM. All programs of the hospitals and health care facilities affiliated with RowanSOM as they involve academic standards and policies shall be deemed to be under the jurisdiction of these Bylaws. These Bylaws shall conform to the provisions of the University Bylaws, be reviewed and approved by the Board of Trustees, and shall not be effective until so approved.

ARTICLE II ADMINISTRATIVE ORGANIZATION

Section 1 - The Dean

1.1 - Under the President, the Dean shall be the chief academic and administrative officer of RowanSOM, with primary responsibility for implementing the mission of RowanSOM. The Dean's duties and powers shall include the following:

- 1.1.1 Primary responsibility for RowanSOM's educational, research, health care, and service programs; for the development of teaching and research affiliations; for administration of RowanSOM; for promotion of RowanSOM's development and effectiveness; and for maintaining accreditation with appropriate groups or agencies;
- 1.1.2 Design, implementation, evaluation, and revision of curricula;
- 1.1.3 Supervision of the members of the academic and non-academic staff of RowanSOM;
- 1.1.4 Recommendation to the President and the Board of Trustees of appointment, reappointment, promotion, and conferral of tenure upon the Faculty of RowanSOM;
- 1.1.5 Recommendation to the President and the Board of Trustees of appointment, reappointment and promotion of qualified individuals to serve as administrators of RowanSOM;
- 1.1.6 Oversight of a system of career development for individual paid General Faculty members;
- 1.1.7 Development and implementation of a system of review of the effectiveness of performance of individual paid General Faculty members;
- 1.1.8 Preparation and recommendation of the annual budget;
- 1.1.9 Review and approval of the expenditure of funds allocated to RowanSOM;
- 1.1.10 Assignment of space within RowanSOM;
- 1.1.11 Development of liaisons and mechanisms to foster consultation and discussion with appropriate community groups and other external constituent groups;
- 1.1.12 Submission of reports and recommendations to the University

President and the Board of Trustees concerning the operation, plans and development of RowanSOM.

1.1.13 Responsibility for implementing the Bylaws of RowanSOM.

1.2 - The Dean shall be appointed only by the Board of Trustees upon nomination by the President from among a slate of nominees provided by a Dean's Search Committee. The members of the Search Committee shall be appointed by the President; the majority shall be from a list of individuals selected by RowanSOM Faculty Senate (see Article III, Section 1.4). The Committee shall consult student representatives, alumni representatives and representatives of the community in SOM's service area.

1.3 - The Dean shall serve at the pleasure of the President.

1.4 - For any reason should the Dean's Office become vacated, the President, with the advice of the Executive Council of RowanSOM (Article III.3), may appoint an Acting or Interim Dean and recommend such action to the Board of Trustees.

1.5 - There shall be a review of RowanSOM and the stewardship of the Dean annually. This review is conducted by the Provost and President through the annual review process.

Section 2 - Subordinate Administrative Officers

The Dean may, after consultation with the Executive Council and with the approval of the President and the Board of Trustees, appoint and delegate authority and/or responsibility to such subordinate administrative officers as may be deemed necessary for effective administration. All appointees shall serve at the pleasure of the Dean.

Section 3 - The Departments

3.1 - RowanSOM may be subdivided into departments in a manner consistent with its missions and goals on the recommendation of the Dean and with the approval of the President and the Board of Trustees. Each department shall have a chairperson who serves at the pleasure of the Dean. The Executive Council shall advise the Dean as to the formation or dissolution of a department. The Executive Council shall make all such recommendations to the Dean based on the mission of RowanSOM.

3.2 - Under the Dean, a department Chairperson shall have general administrative responsibility for, as well as participate in, the educational, research, health care and service programs of the department.

3.3 - There shall be an annual review and evaluation of each clinical/academic department and its Chair's stewardship annually. The Dean shall conduct this review as part of the annual review process.

3.4 - The Chairperson's duties shall include the following:

3.4.1 Development and operation of departmental programs;

3.4.2 Recruitment, and supervision of a diverse departmental General Faculty and staff;

- 3.4.3 Annual evaluation of all departmental paid General Faculty and review of those evaluations delegated to division, section or program heads;
- 3.4.4 Establishment of annual goals and objectives with individual paid General Faculty members and review of those delegated to division, section or program heads;
- 3.4.5 Establishment of a career development program and counseling and training concerning progress and career development for individual members of the paid General Faculty;
- 3.4.6 Making recommendations to the Dean regarding all issues of concern to the department;
- 3.4.7 Review of the budget and program plans with the Faculty members of the Department;
- 3.4.8 Recommendations to the Dean regarding the department's annual budget;
- 3.4.9 In consultation with the full-time Faculty of the department holding appointments as Associate Professor and above, make recommendations regarding appointments, reappointments, promotions, changes in status, leaves, dismissals and acceptance of resignations;
- 3.4.10 Evaluation of the department's educational, research, service and, where appropriate, health care programs;
- 3.4.11 Maintenance of accreditation with appropriate groups and agencies;
- 3.4.12 Preparation and submission of an annual report to the Dean regarding instructional activities, research and service accomplishments, performance and progress of paid General Faculty and financial management within the department. The annual report shall include a description of the process used for consultation with the Faculty per Article III, sections 3.4.7 and 3.4.9 of these bylaws. The annual report shall be shared with the Faculty of the Department.

3.5 - Prior to the recruitment of an initial department chairperson, or in the event of a vacancy in a chairperson position, the above mentioned duties and powers may be borne by the appropriate Associate/Assistant Dean or by an Interim/Acting Chairperson, selected from among the Faculty of the department, as assigned by the Dean. This selection shall follow consultation by the Dean with the full-time Faculty of the department holding appointments as Associate Professor and above.

3.6 - Each Chairperson may be appointed only by the Board of Trustees upon the recommendations of the Dean and the President from among a slate of two or more nominees provided by a search committee as provided by these Bylaws. The Dean reserves the right to reject the initial nominees provided by a search committee. The Dean shall appoint a search committee that shall include a dean, one chairperson

nominated by the Executive Council, at least one Faculty member from within the department, and at least one Faculty member from a related department. Furthermore, these individuals must be full-time Faculty possessing full academic rank. For the purposes of this section, “related” shall mean related clinical or related basic science departments.

3.7 – All Chairperson(s) of clinical departments must have an active board certification (AOA or ABMS) and maintain active, non-restricted, licensure in the state of New Jersey.

3.8 - The Chairperson shall serve at the pleasure of the Dean. The performance of the Chair will be reviewed annually by the Dean.

3.9 - Divisions or sections may be formed within a department on the recommendation of the Chair and with the approval of the Dean, the President and the Board of Trustees. Programs leading to the conferral by the University of certificates or degrees may be established within a department on the recommendation of the Chair and with the approval of the Dean, the President and the Board of Trustees. A division, section or program head may be appointed only by the Board of Trustees upon the recommendations of the Chair, the Dean and the President, and shall serve at the pleasure of the Chair. There shall be a periodic review and evaluation of the division, section or program and its head’s stewardship, conducted at the Chair’s annual review by the Dean. . The findings of such review and evaluation shall be reported to the Chair and to the Dean.

Section 4 – Centers and Institutes

Centers and Institutes are formed from time to time to recognize unique concentrations of research, teaching, patient care or community service expertise. The terms “Center” and “Institute” may be used interchangeably, and can be chosen to fit the needs of the Rowan University School of Osteopathic Medicine or the requirements of external sponsors. Centers/Institutes may exist completely within an academic department, or may be interdepartmental within a School, or may involve the collaboration of two or more Schools, or the collaboration or partnership with external institutions that share some element of the University’s mission. The establishment of Centers and Institutes shall be in accordance with University policy.

ARTICLE III ORGANIZATION OF THE FACULTY AND GENERAL FACULTY

Section 1 - The Faculty

1.1 - Composition

The Faculty shall consist of the Dean, subordinate administrative officers of RowanSOM with academic appointments, and Emeritus Faculty, and those individuals who hold full academic appointments: Professors, Associate Professors, Assistant Professors and Instructors.

1.2 - Duties and Powers

Under the Dean, the President and the Board of Trustees, the Faculty of RowanSOM shall have the following duties and powers with regard to academic matters:

1.1.1 Design, implementation, evaluation and revision of the curriculum;

1.1.2 Formulation of the policies and procedures for, and delivering the

instructional, research and service programs of RowanSOM;

- 1.1.3 Establishment and promulgation of the academic calendar;
- 1.1.4 Encouragement of research activities by General Faculty members and students;
- 1.1.5 Establishment of standards for examinations, grading, academic standing, and attendance;
- 1.1.6 Establishment of requirements for admissions; development of criteria and procedures for selection of students; and via the Admissions Committee, recommendation of students for admission;
- 1.1.7 Establishment of requirements for degrees and certificates;
- 1.1.8 Recommendation through the Dean and the President, to the Board of Trustees, of those candidates who have fulfilled the requirements for degrees and certificates;
- 1.1.9 Establishment of regulations and procedures under which the General Faculty operates;
- 1.2.10 Making recommendations to the Board of Trustees of amendments to these Bylaws and to the University's bylaws through the Dean and the President.

1.2 - Procedures

- 1.2.1 Regular meetings of the Faculty shall be held at least four times during each academic year. The Dean or his/her designee shall be the presiding officer of the Faculty. The presiding officer may vote only in the case of a tie. The Dean or any other Faculty member may place items on the agenda. Notice of a meeting with the agenda shall be circulated in advance of a meeting. Extraordinary meetings may be convened by the President or the Dean. Such meetings shall also be convened upon written request of at least five percent of the Faculty.
- 1.2.2 Resolutions shall be passed by a majority of those present, quorum being met, except if the resolution is to be submitted as a mail ballot as described below. A quorum shall consist of one-fourth of the Faculty. At the discretion of the Dean or his alternate presiding, or on the request of at least five percent of the Faculty present at a meeting at which there is a quorum, or in situations where there is no quorum, resolutions shall be submitted to the entire Faculty by mail ballot (including secure, anonymous electronic communication). Unless otherwise specifically provided, the ballot must be returned within 30 calendar days of mailing. In this case, a majority vote of the entire Faculty shall be required for passage.
- 1.2.3 Robert's Rules of Order shall be the basis for all parliamentary procedures unless otherwise directed by these Bylaws.

1.4. - RowanSOM Faculty Senate

- 1.4.1 The Faculty Senate of RowanSOM shall comprise the full-time and part-time Faculty except those holding administrative titles. The Dean, Associate/Assistant Deans, Chairpersons, or other Faculty members holding administrative titles shall not be members.
- 1.4.2 The President of RowanSOM Faculty Senate shall be elected by a majority vote of RowanSOM Faculty Senate at a meeting where a quorum is present, or by a majority of the membership of RowanSOM Faculty Senate if a mail ballot is used. The term of office shall be two years.
- 1.4.3 The RowanSOM Faculty Senate shall meet regularly to provide a forum for the free exchange of information and ideas among its members. The President of the RowanSOM Faculty Senate may bring issues identified by the RowanSOM Faculty Senate to the attention of the Dean and may request a formal response from the Dean.

Section 2 - The General Faculty

2.1 – Composition

The General Faculty (hereinafter referred to as “General Faculty”) shall consist of those members of the Faculty, already named, plus all other qualified titled Faculty as defined in Article IV.

2.2 – Duties and Powers

The General Faculty may make recommendations to the Dean, the Executive Council, the Faculty, and the RowanSOM Faculty Senate concerning any phase of activity of RowanSOM including the conferral of medical degrees.

2.3 - Procedures

- 2.3.1 The General Faculty shall meet at least once a year. The Dean or his designee shall be the presiding officer of the General Faculty. The presiding officer may vote only in the case of a tie. Items may be placed on the agenda by the Dean or any other General Faculty member. Notice of a meeting with the agenda shall be circulated in advance of a meeting. Extraordinary meetings may be convened by the Dean or the President. Such meetings shall also be convened upon written request of at least five percent of the General Faculty.
- 2.3.2 Quorum shall consist of one-tenth of the General Faculty.
- 2.3.3 Resolutions shall be passed by a majority of those present at meetings of the General Faculty, quorum being met. However, at the discretion of the Dean or his alternate presiding, or on request of five percent of the General Faculty present at a meeting at which there is a quorum, or in situations where there is no quorum, resolutions shall be submitted to the General Faculty by mail ballot. In this case, a majority vote of the General Faculty shall be required

for passage.

2.4 - Communications with University Administration

Ordinarily, communications between the General Faculty and the President regarding issues of importance to the General Faculty or RowanSOM shall be through the Dean. However, when appropriate or necessary, the General Faculty may communicate directly with the President.

Section 3 - The Executive Council

3.1 - The Executive Council shall be composed of the Dean, who shall be the presiding officer; subordinate administrative officers having academic appointments; the Chairpersons or Acting Chairpersons of the academic departments; the Directors of RowanSOM Centers or Institutes who report directly to the Dean; the Chairpersons of RowanSOM standing committees; the President of the RowanSOM Faculty Senate; and three at-large members elected by the Faculty, at least one from clinical Faculty and at least one from the basic science Faculty with the rank of assistant, associate or full professor; and a representative of student leadership. Where a department does not have a Chairperson, one member of the department shall be elected by the members of that department and shall have one vote. The Dean may only vote in case of a tie.

3.2 - Duties and Powers of the Executive Council

- 3.2.1 It shall be the responsibility of the Executive Council to advise the Dean in all matters affecting the operation and policies of RowanSOM. The minutes of the Executive Council shall be available to the General Faculty members. The Executive Council shall act for the Faculty with regard to the duties and powers of the Faculty enumerated in Article III, Section 1.2 of these Bylaws.
- 3.2.2 The right of the Faculty to review and respond to decisions of the Executive Council shall not be abridged.
- 3.2.3 The Executive Council may, upon request or upon its own initiative, express concerns of the General Faculty directly to the Dean. If so requested by the Executive Council, the Dean shall take these concerns to the Provost or the President.
- 3.2.4 The Executive Council shall advise the Dean as to the formation or dissolution of a department, Center or Institute. The Executive Council shall make all such recommendations to the Dean based on the mission of RowanSOM.

Section 4 - The Committees of the Faculty

4.1 - The standing committees of the Faculty, which shall act for the Faculty, subject to review by the Faculty, shall be:

Admissions Committee
Curriculum Committee
Diversity, Equity and Inclusion Committee (DEI Committee)
Faculty Affairs Committee

Research Committee
Student Academic Progress Committee
Student Evaluation of Performance Committee
Wellness Committee

Membership of all standing committees shall be selected from the Faculty by the Executive Council, except for the Admissions Committee, Curriculum Committee, the Faculty Affairs Committee, Student Evaluation of Performance Committee and the Wellness Committee, which shall be appointed by the Dean. The DEI Committee membership is appointed by the Director of DEI or the Dean of RowanSOM. There shall be representation from the basic science and clinical science departments on all committees. The terms of office shall be for three years and shall be staggered so that each year no more than one third of the membership is replaced. Each committee shall formulate its own rules of procedure and shall elect its own Chairperson, except for the Admissions Committee and the Faculty Affairs Committee. Students who serve on standing committees shall be members with vote. A majority of committee members shall constitute a quorum. Unless otherwise specified, resolutions shall be passed by a majority of those present at meetings, quorum being met. Voting members may send a proxy from their subcommittee. An appeal to a resolution acted upon by a committee with student vote may be made at the request of 20 percent of the General Faculty committee members present, at which time an executive session of the committee without student participation shall be convened. The resolution will then be reconsidered and be passed by majority vote of the General Faculty members present at the executive session. Committees shall develop procedures for waiver of quorum requirements for emergent situations requiring immediate action.

4.1.1 Ad-hoc Committees may be appointed by the Dean or the Executive Council.

4.1.2 The Admissions Committee shall have the responsibility of recommending to the Faculty the requirements, policies and procedures for admissions to RowanSOM and of deciding which candidates meeting these requirements shall be admitted.

The Admissions Committee shall consist of not less than 12 Faculty members, plus the Chairperson, who shall be appointed by the Dean. The Dean may appoint up to ten student members, provided the student members do not exceed 25 percent of the total committee membership. These student members must have successfully completed the first year of the curriculum prior to appointment to the committee. In addition, the committee may include members of the voluntary Faculty, who shall serve with vote. The number of volunteer Faculty cannot exceed 50 percent of the total Faculty membership. The Assistant Dean for Admissions and the Vice Dean (or his designee) shall be *ex officio* members, without vote.

At the discretion of the Chair, the quorum requirement may be waived with respect to decisions on the admission of individual applicants, provided that Faculty comprise a majority of those committee members present and voting.

- 4.1.3 The Curriculum Committee shall have the responsibility of advising the Faculty in the following areas: educational objectives, content of courses, methodology of teaching, and evaluation of courses. In fulfilling this responsibility, the Committee shall offer recommendations as to curricula, examinations, and the scheduling of courses and examinations. The Committee shall develop policy regarding criteria defining academic progress, including the standards for remediation. Chairpersons of departments concerned shall be consulted about proposed changes in their respective curricula. Proposals of the Committee shall be submitted to the Executive Council and then to the Faculty, together with the recommendations and comments of the Executive Council. Proposals that involve substantive curricular change, as defined by the Commission on Osteopathic College Accreditation (COCA) must be approved by the Faculty.

The Committee shall elect a Vice Chair, who will advise the Chair, and assume the duties of the Chair in his absence. If the Chair is from a basic science department, the Vice Chair shall be from a clinical department. If the Chair is from a clinical department, the Vice Chair shall be from a basic science department

The Curriculum Committee shall have three subcommittees: Clerkship, Pre-clerkship and Program Evaluation and Student Assessment. The Curriculum Committee shall consist of the following eleven (11) voting members; two faculty representatives (chair and general member) from each of the three subcommittees, the medical director of the simulation lab, the library director, the director for the Center for Teaching and Learning, as well as two student representatives (one pre-clerkship, one clerkship). A member of the Curriculum Committee will be appointed Chair by the Dean. The Vice Dean and Deans of Assessment, Curriculum and Clinical Education shall be ex officio members, without vote.

Subcommittees

Clerkship Committee

In order to maintain best practices and bring the highest standards, the clerkship committee shall make recommendations for the curricular standards of clerkships with particular attention to the core clerkships. This oversight includes educational clerkship objectives, format, content of courses, methodology of teaching, and evaluations. Voting members of the Clerkship Committee will be comprised of the clerkship directors of the core clerkships and the student curriculum representatives from the 3rd and 4th year classes. A member of the committee will be appointed Chair by the Vice Dean. The Chair and a second representative shall bring the votes of the Clerkship committee to the larger Curriculum Committee. The Vice Dean and Deans of Assessment, Curriculum and Clinical Education shall be ex officio members, without vote.

Pre-Clerkship Committee

In order to maintain best practices and bring the highest standards, the Pre-clerkship Committee shall make recommendations for the curricular standards of all pre-clerkship blocks, intersessions and courses (BICs), as well as non-clerkship courses that extend throughout the curriculum. This oversight includes educational objectives, format, content of courses, methodology of teaching, and evaluations. Voting members of the committee will be comprised of BIC directors, and four student representatives (one for each year and each track of the pre-clerkship curriculum). The committee should have representation from all academic departments. A member of the committee will be appointed Chair by the Vice Dean. The Chair and a second representative shall bring the votes of the Clerkship committee to the larger Curriculum Committee. The Vice Dean and Deans of Assessment, Curriculum and Clinical Education shall be ex officio members, without vote.

Performance Evaluation and Student Assessment Committee

In order to maintain best practices and bring the highest standards, the PESA committee supports the implementation of curriculum and student assessment. The purpose of the committee is to provide guidance and monitoring on curriculum and student learning; competency-based assessment; and to support a continuous quality improvement function for learning and instruction in undergraduate medical education. PESA is supported by the Assessment office in the major areas of Curriculum and Program Effectiveness; Student Performance Outcomes and Overall Competence; and Academic Performance Outcomes. PESA contributes to the assessment efforts and processes through initiatives including course/clerkship reviews, reporting, and faculty support. The committee is comprised of basic science faculty, clinical faculty, evaluation experts, and academic administration. A member of the committee will be appointed Chair by the Vice Dean. The Chair and a second representative shall bring the votes of the PESA committee to the larger Curriculum Committee.

- 4.1.4 The Diversity, Equity and Inclusion Committee works to ensure diverse, equitable, and inclusive teaching, learning and working environments for all students, faculty, staff, and clinicians at RowanSOM and GSBS.

The DEI Committee shall provide reports and updates to Executive

Council, but shall be under the direction of the Director of Diversity, Equity and Inclusion. Activities and actions of the committee shall be reported to the Dean of RowanSOM and Senior Vice President of the Division of Diversity, Equity and Inclusion.

The DEI Committee membership is appointed by the Director of DEI or the Dean of RowanSOM. Membership shall consist of at least the following: one (1) faculty member representative of the basic science; one (1) faculty member from the clinical departments; (3) representatives among the students and residents; two (2) staff representatives and two (2) representatives from Academic Affairs.

The DEI Committee works with the RowanSOM and GSBS offices of admissions, academic, administrative, basic science and clinical departments to maintain consistency with the strategic plan of Rowan University and its Division of DEI. The DEI Strategic Action Plan is guided by RowanSOM's Strategic Framework and the DEI Priorities aligned to Rowan University's Institutional Goals.

A majority of committee members shall constitute a quorum. Unless otherwise specified, resolutions shall be passed by a majority of those present at meetings, quorum being met. Voting members may send a proxy from their subcommittee. Each Committee shall develop procedures for waiver of quorum requirements for emergent situations requiring immediate action.

- 4.1.5 The Faculty Affairs Committee shall consist of seven members holding appointments as Associate Professor or above, with a minimum of three members from basic science departments and three members from different clinical departments, appointed by the Dean. The Dean shall designate one of the seven members as Chairperson. This Committee shall have the responsibility of advising the Dean as to appointments, promotions, faculty renewal applications or tenure decisions. The Dean shall obtain the advice of this Committee in these matters. Appointment to the General Faculty above the rank of Instructor must be reviewed by this Committee with no delegation of their responsibility.
- 4.1.6 The Research Committee shall consist of seven members, with a minimum of three members from basic science departments and three members from different clinical departments. This Committee shall have responsibility for the general overview of research and plans sponsored by RowanSOM. It shall assist the Faculty in long-range planning and identifying those resources which would strengthen and expand the research potential of RowanSOM. The Associate Dean for Research (or his designee) shall be an *ex officio* member, without vote.
- 4.1.7 The Student Academic Progress Committee shall consist of one member from each department. Five student members, one elected by each class, and one elected from the second-year problem-based (PBL) curriculum, shall sit with the Committee during all meetings.

This Committee shall initiate and make recommendations on all matters relating to student academic progress that may be brought before it in accordance with policy and requirements as established by the University and the Curriculum Committee and its subcommittees.

The Committee shall put forward to the Dean for action all students who have met the established criteria for promotion and graduation as established by the Curriculum Committee and approved by Executive Council and the Faculty. The Dean shall inform the Faculty of all actions taken and present the students for approval.

The Committee also shall determine whether students have met the criteria established by the Faculty on the recommendation of the Curriculum Committee for promotion and graduation.

The Committee shall make recommendations on student promotion and present them to the Dean for action. The Faculty shall be informed of all actions taken by the Dean upon recommendation of this Committee. The Committee's recommendations for graduation shall be presented to the Faculty for approval.

The Vice Dean (or designee) and the Director of the Center for Teaching and Learning shall be members, *ex officio*, without vote.

- 4.1.8 The Student Evaluation of Performance Committee (STEP) shall consist of the following voting members: the Vice Chair, Associate Dean for Assessment, Assistant Dean for Curriculum, Assistant Dean for Clinical Education, Assistant Dean for Student Affairs, SIM Center Medical Director, Problem-based Learning Director, Center for Teaching and Learning Director, Student Academic Progress Committee Chair, Program Evaluation and Student Assessment Committee Chair, Director, Medical Scholarship, and a STEP Committee faculty chair appointed by the Dean. All members of the STEP committee serve a standing appointment.

The committee is responsible for monitoring student competency performance to support student's overall academic and professional development.

The Committee shall make determinations about student performance in meeting competency milestones and Entrustable Professional Activities (EPAs) for Entering Residency benchmarks.

The Committee shall recommend students complete additional requirements to meet competency benchmarks including working with competency coaches and provide suggestions to enrich a student's professional development. All requirements and suggestions will be communicated directly by the committee to the student in writing. The committee will also notify the appropriate competency coach.

The Committee shall refer students to the Student Academic

Progress Committee for formal remediation as appropriate. All referrals will be communicated directly by the committee to the student and to the Student Academic Progress Committee in writing.

A majority of committee members shall constitute a quorum. Unless otherwise specified, STEP committee requirements, suggestions and referrals shall be passed by a majority of those present at meetings, quorum being met.

The committee shall report to the Dean of RowanSOM.

- 4.1.9 The Wellness Committee shall consist of membership as recommended to the Dean of RowanSOM or to the Chair(s) of the committee. Selection of the membership will be made by the Dean of RowanSOM. Membership shall consist of the following: one faculty representative of basic science and clinical departments, one representative from the Center of the Division of Graduate and Student Mental Health (Department of Psychiatry), one student, one resident, one representative from the office of GME, and one representative from the Academic Affairs office. The Chair of the Department of Psychiatry and the Director of Engagement at RowanSOM shall be ex officio members, without vote. Members of the committee should be invested in promoting the Wellness and engagement of the RowanSOM and GSBS students, residents and faculty.

The Wellness Committee shall be responsible for the creation of an atmosphere of engagement; advocating for wellness minded activities (re: physical, social and cultural); retention and recruitment of faculty; creating an environment to study RowanSOM as a healthy workplace; strengthening Rowan Medicine by building a strong team based commitment.

A majority of the committee members shall constitute a quorum. Unless otherwise specified, Wellness Committee requirements, suggestions and referrals shall be passed by a majority of those present at meetings, quorum being met.

The committee shall report to the Dean of RowanSOM.

ARTICLE IV APPOINTMENT , REAPPOINTMENT AND PROMOTION OF FACULTY

Section 1 - Academic Freedom and Academic Responsibility

It is the policy of RowanSOM to foster and maintain full freedom of discussion, inquiry, teaching and research. It is the policy of RowanSOM to foster and maintain standards of professional conduct and public morals. Every member of the General Faculty of RowanSOM is entitled to discuss relevant subjects freely in the classroom. In research and publication, each member is entitled to discuss freely those subjects with which the member is competent to deal, to pursue inquiry thereunto and to present and endeavor to maintain the opinion and conclusions relevant thereunto.

While free to express those ideas which seem justified by the facts, each member is expected to maintain standards of sound scholarship and competent teaching. Every member of the General Faculty of RowanSOM is obliged by the member's position and professional standards to work for the betterment of RowanSOM. Counsel should be lent, as may be required, and the member should undertake a fair share of the burdens of organization, legislation and deliberation, within the University, RowanSOM and his department. Every member of the General Faculty, outside of the fields of instruction, research and publication, should act in a manner that is neither reprehensible nor yielding of discredit to RowanSOM. When speaking or writing as a citizen the member shall clearly indicate, when necessary, that he or she is not speaking for the institution.

Section 2 - Academic Titles

2.1 - Approved Titles

The following academic titles are approved for use in RowanSOM: distinguished professor, emeritus professor, emeritus associate professor, professor, associate professor, assistant professor, instructor, clinical professor, clinical associate professor, clinical assistant professor, clinical instructor, adjunct professor, adjunct associate professor, adjunct assistant professor, adjunct instructor, visiting professor, visiting associate professor, visiting assistant professor, lecturer, and associate.

2.2 - Definitions

2.2.1 Full academic rank is held by those members of the Faculty of RowanSOM having the title of "professor, associate professor, assistant professor or instructor."

2.2.2 Qualified academic rank is held by those members of the General Faculty of RowanSOM having the title of lecturer or associate or a title preceded by the designation "clinical, adjunct or visiting/volunteer."

2.2.2.1 - Part-time General Faculty participating primarily in programs involving patient care shall be designated by the titles clinical professor, clinical associate professor, clinical assistant professor and clinical instructor.

2.2.2.2 - Part-time General Faculty who participate primarily in research and teaching shall be designated by the titles adjunct professor, adjunct associate professor, adjunct assistant professor and adjunct instructor.

2.2.2.3 - General Faculty whose service is for a limited time may be appointed as visiting General Faculty, e.g., visiting professor, visiting associate professor, visiting assistant professor.

2.2.2.4 - Faculty whose service is discontinuous or intermittent may be appointed as lecturers.

2.2.2.5 - The title of associate may be used when other academic

titles are judged not to be appropriate.

- 2.2.3 Full-time General Faculty are those members of the General Faculty of RowanSOM who have agreed to abide by all the rules and regulations of RowanSOM and of the University and whose professional careers are fully dedicated to the instructional, research, health care or service missions of RowanSOM and University.
- 2.2.4 Part-time General Faculty are those members of the General Faculty of RowanSOM who have agreed to abide by all the rules and regulations of RowanSOM and whose professional careers are only partially committed to RowanSOM or its affiliates. They may participate in research, clinical service or teaching programs and in general RowanSOM services.
- 2.2.5 Emeritus Faculty are those members of RowanSOM Faculty who, by virtue of retirement, have been relieved of regularly assigned teaching and administrative responsibilities, and as such they shall be entitled to attend, (without vote), meetings of the Faculty, to march in a position of honor in academic processions, to receive official RowanSOM and University mailings, to avail themselves of the library and other facilities offered to RowanSOM Faculty members, to represent RowanSOM or the University on appointment at academic ceremonies of other institutions, and to take part with the faculties in all social and ceremonial functions of RowanSOM and the University. Designation as Emeritus Faculty should be based upon significant contributions in teaching, research, or clinical or administrative service.

Upon the positive recommendations of the department Chair, the Faculty Affairs Committee, the Dean, the Provost, and the President, designations of Emeritus Faculty shall be considered by the Board of Trustees. Designations of Emeritus Faculty shall be made only by the Board of Trustees after reviewing the recommendations of the Chair, the Faculty Affairs Committee, the Dean, the Provost, and the President. Such recommendations should be based upon significant contributions in teaching, research or clinical or administrative services.

- 2.2.6 Distinguished Professors: Distinguished professors are Faculty members of surpassing academic achievement. Such achievement may include outstanding and continued research and scholarly work, excellence in teaching, and major contributions in areas such as clinical service, curriculum, program development and service to RowanSOM and the University. The distinguished professor may have, for a stipulated period of time, supplemental funds for research, educational or clinical activities, as well as other perquisites to be determined by the Dean.

Designations of Distinguished Professors shall be made only by the Board of Trustees after reviewing the positive recommendations of the Department Chair, the RowanSOM Faculty Affairs Committee,

the Dean, the Provost, and the President.

2.3 - Determination of Academic Title

In determining the academic title to which an individual is recommended for appointment or promotion, the qualities to be considered shall be those which determine (a) the effectiveness of the individual in performing prescribed duties and (b) the overall contributions of the individual to the goals and purposes of the University and RowanSOM.

Determination of academic title shall take into consideration the following factors:

Mastery of subject matter as demonstrated by such factors as degrees, licenses, honors and awards, and reputation.

Effectiveness in teaching as demonstrated by such factors as performance evaluation, judgment of peers, student response and performance, and development of teaching materials and techniques.

Research and Scholarly or Professional accomplishments as demonstrated by such factors as contributions to scientific, educational or clinical knowledge, publications, grant funding and reputation.

Contributions to and implementation of the service mission of the University, that is, service to the host communities of the University's campuses and to the entire state.

Continuing growth as demonstrated by such factors as advanced study or research, ability to handle increasing responsibility and reputation.

Degree and effectiveness of service to the University through activities such as service on RowanSOM or University committees and performance of administrative responsibilities.

Section 3 - General Provisions

3.1 - Until a Chairperson is initially appointed to a department the Dean shall recommend all academic appointments to that department from among the slate of candidates proposed by a search committee from the relevant academic discipline.

3.2 - Academic appointments and reappointments shall be based on the academic year, which shall commence on July 1 of each calendar year and extend through June 30 of the following year. Continuing appointments shall take effect on July 1. Initial appointments may take effect on any specified date. If the date is other than July 1, an anniversary date shall be specified for the purpose of determining years of service. The anniversary date shall be July 1 of the current academic year or July 1 of the following year, whichever is closer to the effective date of the appointment.

3.3 - The terms and conditions of appointment and tenure, where applicable, shall be stated in writing at the time of appointment or reappointment and shall be signed by the General Faculty member and the Dean or the Dean's designee and in the possession of both the institution and the appointee before the appointment may be considered valid.

In computing consecutive years of service, the following will be included: periods of vacation leave, periods of sick leave with full salary, and periods of leave under the Faculty Renewal Program. Periods of unpaid leave of absence shall not be included, but shall not be deemed an interruption of otherwise consecutive service. Review of years of service qualifications is conducted by the Chair of the Department, upon consultation with Human Resources and Faculty Affairs, with final approval from the Dean.

3.4 - Written notice that a term appointment is not to be renewed upon expiration is to be given to the appointee by the Dean or his designee in accordance with the requirements of the University Bylaws.

Section 4 - Eligibility for Full Academic Rank

4.1 - Full-time Faculty, as defined in these Bylaws and subject to the provisions and guidelines governing academic appointments as set forth in these Bylaws, are eligible for and ordinarily should receive appointments to full academic rank. In order to qualify for full academic rank, Faculty members shall demonstrate ability to carry responsibilities at a level of proficiency appropriate to their rank and track.

4.1.1 Academic administrators within RowanSOM who qualify for Faculty appointments may be appointed to full academic rank. Academic administrators appointed to full academic rank under this section may be awarded Faculty appointments which shall be coterminous with the administrative appointment.

4.1.2. There shall be separate sets of written criteria and procedures for appointment and promotion for Faculty whose efforts are focused on: (1) clinical activity; on (2) research; and on (3) education, administration or service. These criteria shall take into consideration those Faculty who have significant responsibilities in more than one mission-related area. The Dean shall assure that Faculty are informed of these criteria and procedures.

4.1.3 Coterminous Full-Time Faculty at affiliated institutions of RowanSOM or at another school of the University who qualify as full time as defined in Article IV, Section 2.2.3 of these Bylaws may be appointed to full academic rank. Academic appointments given under this Section shall be coterminous with the expiration or termination of the Faculty member's contract with the affiliated institution or with the other school of the University. Financial responsibility for such appointments shall rest with the affiliated institution or with the other school of the University.

4.1.4 Coterminous Full-Time Faculty at RowanSOM: Where fifty percent (50%) or more of the academic base salary of a full-time member of the Faculty is derived from sources other than the state budget of the University ("outside funding") at the time of the full-time appointment, the appointment may be made at full academic rank and may have a provision that the Faculty member must agree in writing that the appointment shall be coterminous with the availability and receipt of the outside funding for the position, and that said appointment shall be without tenure.

Under special circumstances and following the review process

described below, a limited number of faculty may be appointed to positions of full academic rank. Such appointments may be considered for individuals who do not qualify as full-time faculty as specified in Article IV, Title A, Section 1.3, but whose professional service contributions are particularly meritorious and whose professional careers are heavily committed to the University. Upon the positive recommendations of the department Chair, a faculty committee as provided for in the bylaws of the school, a 2/3 majority of those present at a regular meeting of the Executive Council, the Dean, the Provost, and the President, appointments of part-time faculty to positions of full academic rank shall be considered by the Board of Trustees. Such appointments may be made only by the Board of Trustees after reviewing the recommendations of the Chair, the faculty committee, the Executive Council, the Dean, the Provost and the President.

4.2 - Upon the positive recommendations of the department Chair, the Dean, and the Provost appointments of instructors shall be considered by the Board of Trustees. Instructors shall be appointed by the Board of Trustees after reviewing the recommendations of the Chair, the Dean, and the Provost.

4.3 - Upon the positive recommendations of the department Chair, the Faculty Affairs Committee, the Dean, the Provost, and the President, appointments of assistant professors, associate professors, and professors shall be considered by the Board of Trustees. Assistant professors, associate professors, and professors may be appointed only by the Board of Trustees after reviewing the recommendations of the Chair, the Faculty Affairs Committee, the Dean, the Provost, and the President.

4.4 - Reappointment. The process for reappointment shall be the same as for initial appointment except that no action is required by the Faculty Affairs Committee.

4.5 - Term of Appointment. Non-tenured Faculty may be appointed for terms of one to five years and may be reappointed for additional terms of one to five years.

4.6 - Process of Promotion. The process for promotion shall be the same as for initial appointment to each rank except that there shall be a process for self-nomination as provided in Article IV, Section 7 of these Bylaws, and a positive recommendation by the Faculty Affairs Committee shall require consideration by the Board of Trustees or by the Provost, depending on tenure, non-tenure or tenure track status, regardless of negative recommendations of the Chair and/or the Dean.

Section 5 - Tenured Appointments

5.1 - Tenure is continuous academic employment until retirement as long as the duties of the position are performed effectively, absent financial exigency or cause. Only the full academic rank of Associate Professor or Professor may carry tenure. Tenured appointments shall continue until terminated in accordance with the rules set forth in these Bylaws.

Eligibility and Criteria. Tenure may be granted when merited upon or at any time following appointment or promotion to the rank of associate professor or professor. Tenure shall be conferred for achievements of the highest order, the greatest distinction in carrying out the responsibilities of the position, and for unusual promise for continued achievements. Criteria for tenure shall include superior

intellectual attainment and academic productivity. The record of research performance or other scholarly achievements shall be outstanding, meriting recognition within the relevant discipline as being among the best in the field. Faculty members shall have demonstrated a history of continued expansion of competence in their discipline(s) over a significant period of time. Their accomplishments shall represent important contributions to the mission and reputation of the department, the SOM and the University such that they are deserving of employment as Faculty members until retirement subject to the conditions set forth in these Bylaws.

5.2 - Faculty members who are granted tenure are expected to sustain their accomplishments and contributions to the teaching, research, and, where applicable, clinical and service programs of the University and to their area(s) of expertise throughout the duration of the tenure appointment.

5.3 - Individuals appointed or promoted to the rank of assistant professor may be appointed in either non-tenure or tenure-track status. Assistant professors appointed to the tenure track and who remain on the tenure track shall have a formal review for tenure by their department chairs no later than the tenth year after the appointment to the tenure track.

5.4 - Individuals appointed or promoted to the rank of associate professor or above are eligible for tenure. All Faculty will be given a formal review for tenure by their department chairs, when requested by the Faculty member, at any time, based on procedures for such review as established by the Faculty Affairs Committee. If, following such review, the department chair declines to recommend a Faculty member for tenure, the Faculty member may self-nominate for tenure by petitioning the Faculty Affairs Committee for a tenure review. The committee shall review the application for tenure and make a recommendation.

5.5 - The process for the award of tenure shall be as follows: the Chair shall refer individuals to the Faculty Affairs Committee for tenure review after a review with the full-time Faculty of the department holding appointments as Associate Professor or above. Upon positive recommendation of the Faculty Affairs Committee, the Dean and the President, awards of tenure shall be considered by the Board of Trustees. A positive recommendation by the Faculty Affairs Committee shall require consideration by the Board of Trustees regardless of negative recommendations of the Chair, the Dean, the Provost, and/or the President. Associate professors and professors may be awarded tenure only by the Board of Trustees after considering the recommendations of the Chair of the department, the Faculty Affairs Committee, the Dean, the Provost, and the President.

5.6 - An appointment with tenure carries with it an obligation on the part of the University to continue to provide, until retirement or dismissal for cause, a salary for the appointed individual consistent with his or her rank and years of service except under conditions of financial exigency which must be determined in accordance with the University Bylaws and applicable law.

5.7 - Academic Tenure in Combination with Administrative Appointment

5.7.1 Academic tenure may be given to any eligible person concurrent with an administrative appointment, but such tenure shall apply only to the position of academic rank and not to the administrative position. Such administrative position is terminable at will. Any

person holding a tenured appointment who is given a concurrent administrative appointment shall continue to hold such tenured appointment in his or her position of academic rank.

Section 6 - Qualified Academic Rank

6.1 - Full-time General Faculty as defined in Article IV, Section 2.2.3, whose academic qualifications or role does not qualify them for appointment to full academic rank, may be appointed, on an exception basis, to qualified academic rank.

6.2 - The part-time General Faculty as defined in Article IV, Section 2.2.4 and subject to the provisions and guidelines governing academic appointments set forth in Article IV, are eligible for appointment to positions of qualified academic rank at SOM. The amount of time devoted to the University shall be determined by the department Chair in consultation with the Dean. Their service may be paid or voluntary.

6.3 - Procedures and Criteria for Appointment and Promotion to Qualified Academic Rank

6.3.1 Appointment and promotion of General Faculty to positions of qualified academic rank shall be based upon demonstrated ability to carry out responsibilities at a level of proficiency appropriate to their rank.

6.3.2 Upon the positive recommendations of the department Chair and the Dean, appointments to the qualified academic rank of instructor shall be considered by the Provost. Instructors shall be appointed to qualified academic rank by the Board of Trustees after reviewing the recommendations of the Chair, the Dean, and the Provost.

6.3.3 Upon the positive recommendations of the department Chair, the Faculty Affairs Committee and the Dean, appointments to the qualified academic rank of assistant professor and above shall be considered by the Provost. Appointments to qualified academic rank of assistant professor shall be made by the Board of Trustees after reviewing the recommendations of the Chair, the Dean, and the Provost.

6.4 - Reappointment. The process for reappointment shall be the same as for initial appointment except that no action is required by the Faculty Affairs Committee.

6.5 - Maximum Duration of Appointment. Appointments to qualified academic rank shall not continue beyond June 30 of each academic year. Individuals with such appointments may be reappointed after review to ensure ongoing service to the University. Appointments to qualified academic rank shall not carry tenure.

6.6 - Process of Promotion. The process for promotion shall be the same as for initial appointment to each qualified rank.

Section 7 - Procedures and Criteria for Appointments and Promotions

7.1 - The Faculty Affairs Committee of the SOM shall specify procedures for nomination of individuals for appointment and promotion as well as procedures by which a member of the Faculty may enter a formal request to be considered for promotion. These procedures and any changes in the procedures for the nomination

of individuals for appointment and promotion must be approved by the Executive Council and submitted to the Faculty for ratification.

7.2 - There shall be separate sets of written criteria and procedures for appointment and promotion for Faculty whose efforts are focused on (1) clinical activity, on (2) research, and on (3) education, administration or service. In recommending such criteria, the Faculty Affairs Committee shall take into consideration those Faculty who have significant responsibilities in more than one mission-related area.

7.3 - RowanSOM criteria and procedures for appointment and promotion shall be in writing; the Dean shall assure that General Faculty are informed of these criteria and procedures.

ARTICLE V LEAVES OF ABSENCES

Section 1 - Faculty Renewal Program

1.1 - Policy and Purpose

There shall be a Faculty Renewal Program, the purpose of which is to provide a means for improving or sustaining the professional competence of Faculty to the benefit and enrichment of the educational, research, health care, or service programs of RowanSOM and the University. To further this purpose, a period of paid leave may be granted on the basis of demonstrated service to RowanSOM and the University and an application describing a program of planned study, formal education, research, writing or an equivalent.

1.2 - Full-time, full-title Faculty who have completed at least six consecutive years of service within RowanSOM shall be eligible to be granted leave under this program. Consecutive years of service shall be computed as provided in section 3.4 of Article IV, Section 3. An individual granted leave under this program shall be ineligible for additional leave under this program until an additional six consecutive years of service have been accumulated.

1.3 - Leave under this program may be granted only by the Provost upon considering the recommendations of the Chairperson of the department, the Faculty Affairs Committee, and the Dean.

Section 2 - Other Leaves

2.1 - Upon the recommendations of the Chairperson of the department and the Dean, the Provost may approve other non-medical leaves of absence by members of the Faculty at full or reduced salary, or may grant such leave without salary, for acceptance of assignments of limited duration with other universities and colleges, public service agencies, or as a delegate, expert, consultant or similar function for other appropriate purposes consistent with the needs and interests of the University.

2.2 - Applications for such non-medical leaves of absence under this Section shall be made to the Provost through the Dean, upon recommendation of the Chairperson of the department. Each application shall include a statement of the purpose for which the leave is requested, its anticipated duration and its value to the applicant and the University.

ARTICLE VI TERMINATION OF SERVICE

Section 1 - Termination at Will

The service of individuals in any qualified rank may be terminated at will by the Dean.

Section 2 - Automatic Termination

Term appointments may not be extended. The service of Faculty and General Faculty members having term appointments shall cease automatically at the end of their specified terms and such automatic cessation shall not be considered termination for cause.

Section 3 - Termination for Cause

Termination of service for cause of Faculty with full academic rank shall be governed by the provisions of the applicable collective bargaining agreement.

ARTICLE VII AMENDMENTS

Section 1 - Amendments Initiated by RowanSOM

Amendments to these Bylaws may be initiated by action of the Faculty, the Executive Council or the Dean. Proposals for amendments shall be presented to the Executive Council for transmission to the Faculty. To become effective, such proposed amendments shall require approval by two-third majority of the ballots cast in a poll by mail of the Faculty members of RowanSOM holding full academic rank, the recommendation of the Dean, the recommendation of the President and approval by the Board of Trustees.

Section 2 - Amendments Initiated by the Board of Trustees

Amendments to these Bylaws may be initiated and adopted by the Board of Trustees, provided, however, that:

No such Amendment shall be adopted without sixty (60) days written notice thereof;

A copy of the proposed amendment has been provided to the salaried and full-title Faculty; and

An opportunity is granted to the Faculty to present their views to the Board of Trustees within sixty (60) day period and further provided that no such amendment shall adversely affect any contract then existing between the University and the General Faculty or any rights of the General Faculty under law.

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