

**BYLAWS FOR THE GOVERNANCE OF THE  
ROWAN-VIRTUA  
SCHOOL OF OSTEOPATHIC MEDICINE**

The Mission of the Rowan-Virtua School of Osteopathic Medicine is to foster innovation, advance biomedical research, elevate excellence in education, and deliver transformative interprofessional healthcare for the community we serve.

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 (“Rowan-Virtua SOM”) 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 the established policies of the Board of Trustees.

1.2 - As an underlying principle of these Bylaws, the policies of the University and Rowan-Virtua SOM 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 Rowan-Virtua SOM shall operate.

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

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 Rowan-Virtua SOM. All programs of the hospitals and health care facilities affiliated with Rowan-Virtua SOM 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 Rowan-Virtua SOM, with primary responsibility for implementing the mission of Rowan-Virtua SOM. The Dean’s duties and powers shall include the following:

1.1.1 Primary responsibility for Rowan-Virtua SOM's educational, research, health care, and service programs; for the development of teaching and research affiliations; for administration of Rowan-Virtua SOM; for promotion of Rowan-Virtua SOM'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 Rowan-Virtua SOM;

1.1.4 Recommendation to the President and the Board of Trustees of appointment, reappointment, promotion, and conferral of tenure upon the Faculty of Rowan-Virtua SOM;

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 Rowan-Virtua SOM;

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 Rowan-Virtua SOM;

1.1.10 Assignment of space within Rowan-Virtua SOM;

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 Rowan-Virtua SOM.

1.1.13 Responsibility for implementing the Bylaws of Rowan-Virtua SOM.

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 Rowan-Virtua SOM 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 Rowan-Virtua SOM (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 Rowan-Virtua SOM 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 - Rowan-Virtua SOM 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 Rowan-Virtua SOM.

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 periodic reviews 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 Rowan-Virtua SOM 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 Rowan-Virtua SOM 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 Rowan-Virtua SOM;
- 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(s), 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 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 the 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. - Rowan-Virtua SOM Faculty Senate

- 1.4.1 The Faculty Senate of Rowan-Virtua SOM 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 Rowan-Virtua SOM Faculty Senate shall be elected by a majority vote of Rowan-Virtua SOM Faculty Senate at a meeting where a quorum is present, or by a majority of the membership of Rowan-Virtua SOM Faculty Senate if a mail ballot is used. The term of office shall be two years.
- 1.4.3 The Rowan-Virtua SOM Faculty Senate shall meet regularly to provide a forum for the free exchange of information and ideas among its members. The President of the Rowan-Virtua SOM Faculty Senate may bring issues identified by the Rowan-Virtua SOM 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 Rowan-Virtua SOM Faculty Senate concerning any phase of activity of Rowan-Virtua SOM 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 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 the 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 Rowan-Virtua SOM 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 led by the Dean of Rowan-Virtua SOM as the presiding officer. Voting members of the Council shall be the administrative officers having academic appointments; Chairpersons or Acting Chairpersons of the academic departments; Sewell Campus Associate Dean, Directors of Rowan-Virtua SOM Centers or Institutes; administrative leadership of Rowan-Virtua SOM as designated by the Dean; Chairpersons of Rowan-Virtua SOM standing committees; President of the Rowan-Virtua SOM Faculty Senate; three at-large members elected by the Faculty (one clinical faculty and one basic science faculty with the rank of assistant, associate or full professor to have at least a .5 FTE); 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 the case of a tie.

#### 3.1 - Duties and Powers of the Executive Council

- 3.1.1 It shall be the responsibility of the Executive Council to advise the Dean on all matters affecting the operations and policies of Rowan-Virtua SOM. 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.
- 3.1.2 The right of the Faculty to review and respond to decisions of the Executive Council shall not be abridged.
- 3.1.3 The Executive Council may, upon request or upon its own initiative, express the 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.
- 3.1.4 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 Rowan-Virtua SOM.

### 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:

### **Rowan-Virtua SOM Committees**

Faculty Affairs Committee  
Finance Committee  
Operations Committee  
Research Committee  
Wellness Committee

### **DO Program Committees**

Admissions Committee  
Curriculum Committee  
Individual Performance Assessment and Competency Coaching (IPACC)  
Committee  
Osteopathic Research Collaborative  
Student Academic Progress Committee

### **PA Program Committees**

Admissions Committee  
Curriculum Committee  
Clinical Year Committee  
Program Faculty and Staff Committee  
Data Assessment Committee  
Student Progress Committee  
Standards Committee  
Disciplinary Hearing Board  
PA Advisory Council

Membership of the following standing committees shall be selected from the Faculty by the Executive Council: Research Committee and Student Academic Progress Committee. The Admissions Committee, Curriculum Committee, the Faculty Affairs Committee, Finance Committee, Operations Committee, Student Evaluation of Performance Committee and the Wellness Committee shall be appointed by the Dean. 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, except regarding dismissal hearings. A majority of voting 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 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.

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

## **Rowan-Virtua SOM Committees**

### **4.1.1 The Faculty Affairs Committee**

The Committee shall consist of members holding appointments as Associate Professor or above, with a minimum of four members from basic science departments (two from the Department of Medical Education and Scholarship) and four members from different clinical departments, appointed by the Dean. The total number of faculty must always be an odd number. The Dean shall designate one of the members as Chairperson. This Committee shall have the responsibility of advising the Dean on appointments, promotions, faculty renewals, or tenure decisions. The Dean shall obtain the advice of this Committee on these matters. Appointment to the General Faculty above the rank of Instructor must be reviewed by this Committee with no delegation of their responsibility.

### **4.1.2 The Finance Committee**

The Committee shall consist of faculty and staff in both Rowan Virtua SOM and Rowan University who will be appointed by the Dean. The Committee will have the responsibility to review and present relevant policies and procedures related to Financial Management. The Committee will also make recommendations regarding funding strategies and management and allocation of funds related to expenses. The Committee will be integral during the budget process, to ensure that all constituents have an avenue to submit budgetary/funding requests.

### **4.1.3 The Operations Committee**

The Committee shall consist of faculty and staff in both Rowan Virtua SOM and Rowan University who will be appointed by the Dean. The Committee will have the responsibility for the review and presentation of relevant operations policies and procedures for Rowan Virtua SOM and will develop and make recommendations for policies/procedures for implementation. In addition, the Committee will review and make recommendations for revisions/additions to the bylaws for Rowan Virtua SOM. The Committee will also be responsible for the review and recommendation of space requests and proposal on utilization on vacant or available space.

### **4.1.4 The Research Committee**

The 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 Rowan Virtua SOM. It shall assist the faculty in long-range planning and identifying those resources which

would strengthen and expand the research potential of Rowan Virtua SOM. The Associate Dean for Research (or his designee) shall be an ex officio member, without vote.

#### **4.1.5 The Wellness Committee**

The Committee shall consist of membership as recommended to the Dean of Rowan Virtua SOM or to the Chair of the Wellness Committee or recommended by the Chair of the Wellness Committee. Selection of the Chair of the committee shall be made by the Dean of Rowan Virtua SOM. Selection of membership shall be made by the Dean of Rowan Virtua SOM, in collaboration with the Wellness Committee Chair. Membership shall consist of the following: faculty, staff, clinicians, and administrative representatives of basic science and clinical departments; representative(s) from Employee and Student Health; representative(s) from the office of GME; representative(s) from the Academic Affairs office; resident(s) and fellow(s) from Jefferson, Virtua, and Inspira sponsored programs. Members of the committee should be invested in fostering, promoting, and role-modeling an environment of wellness and in the engagement of the Rowan Virtua SOM residents, fellows, faculty, clinicians, and staff.

The Wellness Committee shall be responsible for fostering an atmosphere of wellbeing; supporting and modeling engagement in wellness practices across the university and its multiple departments; advocating for wellness-minded activities (physical, social, and cultural); encouragement of recruitment, mentorship, and retention of faculty, staff, residents, and fellows that are reflective of the diverse community we serve; creating a process for studying the current workplace environment of Rowan Virtua SOM, including defining the attributes of a “healthy workplace,” assessing which of these attributes are currently in existence at Rowan Virtua SOM, how to foster and support the “healthy” attributes, and identifying attributes that need to be developed to grow and support a culture of wellbeing, with the goal of building an inclusive, strong, team-based commitment that supports the overall mission of Rowan Virtua SOM. Members of the Wellness Committee will be educated on the definitions of and potential barriers to wellness amongst the diverse constituents they serve, ensuring an atmosphere of safety, inclusivity, and diversity for members of the Rowan Virtua SOM community while striving to meet the overarching mission of Rowan Virtua SOM. Members of the committee will be expected to be upstanders and call out non-inclusive and unsupportive practices impacting wellness. The Wellness Committee shall also work in conjunction with the respective student and resident Wellness Committees towards shared goals of promoting wellness among these two sub-groups at the university.

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. All members of the Wellness Committee serve a standing appointment.

The committee shall report to the Dean of Rowan Virtua SOM.

## **DO Program Committees**

### **4.1.6 The Admissions Committee**

The Committee shall have the responsibility of recommending to the faculty the requirements, policies and procedures for admissions to Rowan Virtua SOM 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 by vote. The number of volunteer Faculty members cannot exceed 50 percent of the total Faculty membership. The Assistant Dean for Admissions and the Vice Dean for Academic Affairs & Student Services (or their designee) shall be *ex officio* members, without a vote.

At the discretion of the Chair, the quorum requirement may be waived with respect to decisions on the admission of individual applicants, if there is a minimum of five faculty members, and that they comprise a majority of those committee members present and voting.

### **4.1.7 The Curriculum Committee**

The 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. 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 their absence. If the Chair is a basic scientist, then the Vice Chair shall be a clinician. If the Chair is a clinician, then the Vice Chair shall be a basic scientist.

The Curriculum Committee shall have three subcommittees: Clerkship, Pre-clerkship and Program Evaluation, and Student Assessment (PESA). 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 Student Success (CSS) 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 for Academic Affairs & Student Services, and the Deans of Assessment, Pre-Clerkship Curriculum, and Clinical Education shall be ex officio members, without vote.

### **Subcommittees**

- **Clerkship Committee**

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/courses and the student curriculum representatives from the 3<sup>rd</sup> and 4<sup>th</sup> year classes. A member of the committee will be appointed Chair by the Vice Dean for Academic Affairs & Student Services. The Chair and a second representative shall bring the votes of the Clerkship Committee to the larger Curriculum Committee. The Vice Dean for Academic Affairs & Student Services, and the Deans of Assessment, Pre-Clerkship Curriculum and Clinical Education shall be ex officio members, without vote.

The Clerkship Committee is a standing sub-committee of the Rowan Virtua SOM Curriculum Committee and is governed by the sub-committee's bylaws.

- **Pre-Clerkship Committee**

The Pre-clerkship committee is a standing sub-committee of the Rowan Virtua SOM Curriculum Committee and is governed by the sub-committee's bylaws.

Committee Charge: To maintain best practices and bring the highest standards, the pre-clerkship committee shall make recommendations for the curricular standards of all the 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.

Membership: Voting members will be comprised of representatives of basic science and clinical faculty who serve as BIC directors in the pre-clerkship (PBL & SGL) and four student representatives (one for each year and each track of the pre-clerkship curriculum). The committee should have representatives from all academic departments. A member of the committee will be appointed Chair by the Vice Dean for Academic Affairs & Student Services. The committee Co-Chair is elected by the pre-clerkship committee. The Chair and a second representative shall bring the votes of the Clerkship Committee to the larger Curriculum Committee. The Vice Dean for Academic Affairs & Student Services, and the Deans of Assessment, Curriculum and Clinical Education shall be ex officio members, without vote.

- **Performance Evaluation and Student Assessment Committee**

Program Evaluation and Student Assessment (PESA) is a standing sub-committee of the Rowan Virtua SOM Curriculum Committee and is governed by the sub-committee's bylaws.

Committee Charge: The PESA committee provides support for curriculum delivery and student assessment, one of the primary elements of the

school's Learning Assessment Plan. The specific charge of the committee is to provide guidance on competency-based assessment policies and procedures, to evaluate the effectiveness of the curriculum, and to support a continuous quality improvement function for learning and instruction in undergraduate medical education. PESA provides monthly reports to the Curriculum Committee, makes recommendations in the areas of program evaluation and student assessment, and works in collaboration with the Office of Assessment and Evaluation, Curriculum (Pre-clerkship and Clinical Education) and Academic Affairs in fulfilling its charge. The committee has the authority to make procedural changes to the assessment process and make recommendations to the Curriculum Committee, Pre-Clerkship Committee, Clerkship Committee, and course and clerkship directors to improve instruction, student learning, and performance assessment. All PESA committee recommendations are determined by majority vote during meeting proceedings.

Membership: PESA is comprised of representatives of basic science and clinical faculty who serve as instructors or course directors in the pre-clerkship (PBL & SGL) and clerkship curriculum, as well as representatives from the Simulation Center and the Office of Assessment and Evaluation. The Deans for Academic Affairs and Student Services, Assessment, clinical education, and pre-clerkship curriculum shall serve as ex-officio members with all the rights and privileges afforded to all members. The committee chair will be appointed from the membership by the Vice Dean for Academic Affairs & Student Services and will also serve as a member of the Curriculum Committee and Individual Performance Assessment and Competency Coaching (IPACC) Committee. The committee Co-Chair is elected by the PESA committee. The Chair and Co-Chair shall bring the votes of the PESA committee to the Curriculum Committee and sub-committees when applicable.

PESA is supported by the Office of Assessment and Evaluation to fulfill its major functions of conducting comprehensive course/clerkship reviews, recommending changes to program and student assessment strategies, and providing faculty development. PESA also serves in an advisory capacity to the Office of Academic

#### **4.1.8 Performance Assessment and Competency Coaching (IPACC) Committee**

The committee is responsible for monitoring student competency performance and supporting students' overall academic and professional development.

The committee shall consist of the following voting members: the Campus Dean Sewell, Senior Associate Dean for Academic Affairs and Student Services, Associate Dean for Assessment, Assistant Dean for Curriculum, Assistant Dean for Clinical Education, Assistant Dean for Student Services, Simulation Center Medical Director, Problem-based Learning Director, Center for Student Success Director, Student Academic Progress Committee Chair, Program Evaluation and Student Assessment Committee Chair, Medical Scholarship Director, and an IPACC Committee faculty chair appointed by the Dean. All members of the IPACC committee serve a standing appointment. Additional contributing members, including resource coaches, are also present at each IPACC meeting.

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

The committee shall issue identified students' requirements and/or suggestions to support meeting competency and academic benchmarks as well as to help advance the students' professional development. All requirements and suggestions will be communicated directly by the committee to the student in writing. Additionally, all students will receive their Performance Dashboard and are encouraged to perform a self-reflection activity.

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, IPACC 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 Rowan Virtua SOM.

#### **4.1.9 The Osteopathic Research Collaborative**

Members shall consist of faculty and staff in both Rowan Virtua SOM and Rowan University who will be appointed by the Dean. The collaborative is the Dean's initiative and will report directly to the Dean. This Committee shall have responsibility of increasing the level and quality of Osteopathic research at Rowan University and Rowan-Virtu SOM. The collaborative will serve as an interdisciplinary panel of experts whose purpose is to improve the level of science and knowledge of Osteopathic Medicine. Increasing the level of Osteopathic research at Rowan Virtua SOM by increasing peer reviewed scholarly publications and grant applications is the goal. This committee will define what is considered Osteopathic Research, i.e.: Clinical, philosophical, educational, etc., serve as a catalyst to advance Osteopathic research on campus, serve as an expert panel to be consultants for students and faculty interested in Osteopathic research, and identify the opportunities and challenges in Osteopathic research at Rowan Virtua SOM.

#### **4.1.10 The Student Academic Progress Committee (SAPC)**

The 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 SAPC 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 the Executive Council and the Faculty. The Dean shall inform the Faculty of all actions taken and present the students for approval.

The SAPC 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 SAPC 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 for Academic Affairs & Services (or designee) and the Director of the Center for Teaching and Learning shall be members, *ex officio*, without vote.

### **Section 4.2 – PA Program Committees**

#### **4.2.1 Admissions Committee**

The PA Admissions Committee is responsible for ensuring that the PA Program meets all admission-related standards as outlined by the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA). The committee makes student admission decisions and annually reviews and updates policies, processes, and procedures related to admissions. Membership consists of all principal faculty, the medical director, and the program director, and is chaired by the Assistant Director of Recruitment and Outreach. The term of office is concurrent with appointment. Student admissions decisions shall be made in accordance with clearly defined and published practices. The committee meets multiple times throughout the year, including an annual review and planning sessions and reports to the Executive Council.

A quorum shall consist of a simple majority of voting members. Voting shall occur by simple majority of members present. Proxy votes are not permitted.

#### **4.2.2 Curriculum Committee**

The PA Curriculum Committee ensures that the PA Program meets academic standards and reflects the mission and goals of the program and institution. It is responsible for the design, depth, breadth, implementation, coordination, and evaluation of the curriculum and associated student assessments. The committee includes all principal faculty, the Program Director, Medical Director, the Basic Science Course Directors, and one student from each professional year. The Director of Didactic Education serves as Chair. Membership is determined by role-based appointment. Standing subcommittees include Clinical Year and additional subcommittees as needed. The committee meets monthly and provides reports to the Executive Council and others as applicable.

A quorum shall consist of a majority of voting members. Resolutions shall be passed by majority vote of those present; quorum being met.

#### **4.2.3 Clinical Year Subcommittee**

The PA Clinical Year Subcommittee, a subcommittee of the PA Curriculum Committee, is responsible for ensuring that clinical academic standards are met, including compliance with ARC-PA standards and evaluation of student clinical performance. It supports curriculum oversight for all supervised clinical practice experiences and reviews site quality, safety, and preceptor qualifications. Members are appointed by the Program Director and include principal faculty and the medical director. The Director of Clinical Education serves as Chair.

A quorum shall consist of a majority of voting members. Actions of the subcommittee require a simple majority vote.

#### **4.2.4 Program Faculty and Staff Committee (PFASC)**

The PFASC serves as the central oversight body for the internal operations of the PA Program. It provides a centralized platform for faculty, staff, and other committee representatives to discuss and manage all facets of program operations, including student progress, scheduling, university and program initiatives, and resource needs. Membership consists of all principal faculty, the medical director, the Assistant Director of Recruitment and Outreach, the program assistant, the clinical education coordinator, and the program data analyst. The Program Director serves as Chair. Members serve as long as they hold their respective roles. The committee meets weekly. A quorum is met with a simple majority of members present. Voting is conducted by majority vote of those present. Recurring business may be decided by consensus.

#### **4.2.5 Data and Assessment Committee**

The Data and Assessment Committee is responsible for supporting all assessment activities related to program quality, curriculum design, student support, and resource evaluation. The committee ensures that a robust, ongoing self-assessment process is in place and aligned with ARC-PA standards. Members are appointed by the Dean and include the program director, faculty, the Medical Director, and program data analyst. The committee is chaired by the PA Director of Assessment and Simulation or interim designee.

Meetings occur monthly. A quorum consists of a majority of voting members. Decisions require a majority vote of those present.

#### **4.2.6 Standards Committee**

The Standards Committee ensures ongoing compliance with ARC-PA Standards, monitors accreditation correspondence, and oversees systematic review of standards. It delegates tasks and provides recommendations to maintain and improve program processes. Membership includes program leadership and key faculty, and members are appointed by the Dean. The Associate Program Director serves as Chair.

Meetings occur monthly or as needed. A quorum consists of a majority of members. Actions are passed by a majority vote.

#### **4.2.7 Student Progress Committee**

The Student Progress Committee is responsible for the oversight of student academic and professional performance. It identifies at-risk students, reviews candidates for progression and graduation, and ensures compliance with professionalism standards. Members include selected principal faculty and the Director of Student Affairs, who serves as Chair. Members are appointed by the Dean.

The committee meets monthly and ad hoc as needed. A quorum is a majority of voting members. Recommendations are made by majority vote.

#### **4.2.8 Advisory Council**

The PA Advisory Council consists of professionals affiliated with the university and community leaders. It serves as a sounding board for proposed changes within the program, including curriculum and policy updates. Members are appointed by the Dean. The Medical Director serves as Chair. Membership includes alumni, faculty, and external professionals with expertise in health professions education.

The Council meets annually. A quorum consists of a majority of members. Recommendations are advisory and based on consensus or majority opinion.

#### **4.2.9 Disciplinary Hearing Board**

The Disciplinary Hearing Board is established to review alleged student infractions of Rowan-Virtua SOM policies, professional codes of conduct, and applicable laws or standards, in accordance with the Student Code of Conduct and institutional disciplinary procedures. The Board operates to ensure due process and fair resolution of complaints and provides recommendations for disciplinary action to the Dean of the School of Osteopathic Medicine.

The Board is convened on a case-by-case basis and may be composed of faculty, administrators, and/or students appointed by the Dean, if members have no direct involvement in the matter under review. Students may not participate in hearings involving Title IX complaints. A minimum of three members must be present to convene a valid hearing. The Chair of the Board is designated by the Dean for each matter.

The Board is charged with:

- Hearing testimony from the complainant, accused, and relevant witnesses;
- Reviewing evidence and educational records, subject to FERPA protections;
- Ensuring that all allegations are fully heard and procedural fairness is upheld;
- Rendering findings of fact and issuing recommendations to the Dean;
- Recommending disciplinary actions, which may include reprimand, probation, suspension, dismissal, or revocation of degree or certificate.

A quorum shall consist of three appointed members. Recommendations of the Board require a majority vote of members present. The standard of proof is a preponderance of the evidence. Hearings shall be conducted in accordance with established procedural requirements, and testimony shall be recorded. Legal counsel may not participate in the proceedings but may advise students outside of the hearing.

The Dean of Rowan-Virtua SOM retains authority to render a final decision based on the Board's recommendations. Decisions may be appealed to the Dean, and subsequently to the Provost, in accordance with the appeal procedures outlined in the student disciplinary policy.

The Disciplinary Hearing Board maintains confidentiality in accordance with FERPA and University policy and is empowered to conduct proceedings with respect for student rights, institutional standards, and the integrity of the academic and professional environment.

Each committee shall follow its defined meeting schedule, quorum requirements, and voting procedures as outlined above. Committees may develop procedures for waiver of quorum requirements in emergency situations requiring immediate action.

## ARTICLE IV APPOINTMENT, REAPPOINTMENT AND PROMOTION OF FACULTY

### Section 1 - Academic Freedom and Academic Responsibility

It is the policy of Rowan-Virtua SOM to foster and maintain full freedom of discussion, inquiry, teaching, and research. It is the policy of Rowan-Virtua SOM to foster and maintain standards of professional conduct and public morals. Every member of the General Faculty of Rowan-Virtua SOM 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 Rowan-Virtua SOM is obliged by the member's position and professional standards to work for the betterment of Rowan-Virtua SOM. 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, Rowan-Virtua SOM 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 Rowan-Virtua SOM. 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 Rowan-Virtua SOM: 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 Rowan-Virtua SOM 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 Rowan-Virtua SOM 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 Rowan-Virtua SOM who have agreed to abide by all the rules and regulations of Rowan-Virtua SOM and of the University and whose professional careers are fully dedicated to the instructional, research, health care or service missions of Rowan-Virtua SOM and University.
- 2.2.4 Part-time General Faculty are those members of the General Faculty of Rowan-Virtua SOM who have agreed to abide by all the rules and regulations of Rowan-Virtua SOM and whose professional careers are only partially committed to Rowan-Virtua SOM or its affiliates. They may participate in research, clinical service or teaching programs and in general Rowan-Virtua SOM services.
- 2.2.5 Emeritus Faculty are those members of Rowan-Virtua SOM 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 Rowan-Virtua SOM and University mailings, to avail themselves of the library and other facilities offered to Rowan-Virtua SOM Faculty members, to represent Rowan-Virtua SOM 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 Rowan-Virtua SOM 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.

### 2.3 - 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 Rowan-Virtua SOM.

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 Rowan-Virtua SOM 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 place 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.

3.4 - 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.

3.5 - 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 Rowan-Virtua SOM 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, and service. These criteria shall take into consideration those Faculty who have significant responsibilities in more than one mission-related area. The Dean shall ensure that Faculty are informed of these criteria and procedures.

4.1.3 Coterminous Full-Time Faculty at affiliated institutions of Rowan-Virtua SOM 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 Rowan-Virtua SOM: 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 the 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. The 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. 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 an 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 the 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 - Rowan-Virtua SOM 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 Rowan-Virtua SOM and the University. To further this purpose, a period of paid leave may be granted on the basis of demonstrated service to Rowan-Virtua SOM

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 Rowan-Virtua SOM 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 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 Rowan-Virtua SOM

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 Rowan-Virtua SOM 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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