“Our faculty members reflect a rich diversity of backgrounds, expertise, and perspectives. They are the strength of our medical school: ready to share their experience and wisdom, serve as role models, and build new approaches to education that will inspire students to become remarkable physicians.”

Mark A. Schuster, MD, PhD
Founding Dean and CEO
The purpose of the Faculty Handbook is to orient faculty to the Kaiser Permanente Bernard J. Tyson School of Medicine organization and policies; answer questions that may arise during educational, clinical, and research activities; and serve as a reference regarding faculty appointment, promotions, and the Faculty Bylaws.

The Faculty Handbook is not a comprehensive statement of all policies and procedures. All official Kaiser Permanente Bernard J. Tyson School of Medicine policies are published in the Policy Library; documents downloaded using these links (to follow) comply with the licensing and regulatory standards for the Liaison Committee for Medical Education (LCME), Bureau of Private Postsecondary Education (BPPE), and Western Association of Schools and Colleges (WASC) Senior College and University Commission (WSCUC). Please note that Kaiser Permanente Bernard J. Tyson School of Medicine reserves the right to implement changes to school policies or procedures at any time.

The most updated versions of the Faculty Handbook and Faculty Bylaws are available online. We recommend bookmarking these documents to ensure you have the most current version. For further information or assistance, please contact KPSOMFacultyAffairs@kp.org.
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MESSAGE FROM THE DEAN

The social mission of a medical school is to improve the health of people and communities through the education of future leaders of medicine and science. Students bring to the school their passion, intellect, creativity, and commitment to this endeavor; faculty share experience and wisdom, serve as role models for students and build new educational approaches to inspire future generations.

The Kaiser Permanente Bernard J. Tyson School of Medicine represents more than a decade of aspiration on the part of the Permanente Medical Groups, Kaiser Foundation Hospitals, and Kaiser Foundation Health Plan. The distinct approach to health care that our founding organizations have pioneered is an exceptional environment in which to educate the healthcare leaders of tomorrow. As a faculty member of the school, you are translating that vision into the practical training of these future doctors. I seek to support you in this mission and to learn from you as we continue to develop a world-class academic community that embraces diversity, well being, and the total care of the patients and communities we serve.

This handbook provides tools to assist you in your faculty role. The full leadership team of the Kaiser Permanente Bernard J. Tyson School of Medicine is available to support your success as a faculty member. I look forward to welcoming you personally to your faculty position as we build a new paradigm for medical education together.

Sincerely,

Mark A. Schuster, MD, PhD
Founding Dean and CEO
INTRODUCTION

The Kaiser Permanente Bernard J. Tyson School of Medicine was awarded preliminary accreditation by the Liaison Committee on Medical Education (LCME) in February, 2019 and is authorized to provide medical education and award a Doctor of Medicine (MD) degree starting with its first graduating class in 2024. The school is provisionally approved by the California Bureau for Private Postsecondary Education (BPPE) to offer degree programs and currently has eligibility status with the Western Association of Schools and Colleges (WASC) Senior College and University Commission (WSCUC). WSCUC has reviewed the school of medicine’s application and determined that the school is eligible to proceed with an application for Candidacy and initial accreditation.

The school is located in Pasadena, California and, as of 2019, is collaborating with six Kaiser Permanente clinical sites in the greater Los Angeles area to provide a longitudinal integrated clinical curriculum: Kaiser Permanente Panorama City Medical Center, Kaiser Permanente San Bernardino Medical Center, Kaiser Permanente South Bay Medical Center, Kaiser Permanente Downey Medical Center, Kaiser Permanente West Los Angeles Medical Center, and Kaiser Permanente Los Angeles Medical Center. The school is also collaborating with federally qualified health centers near the six Kaiser Permanente clinical sites to provide a community-focused, service-learning curriculum.

Our faculty hail from all geographic regions served by Kaiser Permanente and from all of the Permanente Medical Groups, the organizations that provide healthcare service to Kaiser Foundation Health Plan members in each respective region: Colorado Permanente Medical Group, Hawaii Permanente Medical Group, Mid-Atlantic Permanente Medical Group (Maryland, Virginia, and Washington, DC), Northwest Permanente (the Pacific Northwest), The Permanente Medical Group (Northern California), The Southeast Permanente Medical Group (Georgia), Southern California Permanente Medical Group, and Washington Permanente Medical Group (parts of Washington state). The school also recruits full-time faculty to its location in Pasadena through national searches.

The Kaiser Permanente Bernard J. Tyson School of Medicine’s main building is located at the intersection of South Los Robles Avenue and Green Street in Pasadena. The 80,000 square-foot, four-story structure contains state-of-the art educational and simulation space as well as student support services and other key medical school administrative services. The address is:

98 S. Los Robles Avenue
Pasadena, CA 91101

School of Medicine site map
MISSION, VISION, AND VALUES

Our Mission
To provide a world-class medical education that ignites a passion for learning, a desire to serve, and an unwavering commitment to improve the health and well-being of patients and communities.

Our Vision
Our graduates will be a diverse community of compassionate healers, lifelong learners, and courageous leaders of change within the profession and in society. They will have the skills, capabilities, and resilience to lead the transformation of healthcare delivery in the nation, and a lifelong commitment to the highest values of the profession.

Our Values
We are committed to:

- teaching the delivery of person-centered, evidence-informed healthcare in true partnership with patients
- assuring accountability for the quality, safety, and appropriateness of care, and the ethical stewardship of patients’ and families’ health and resources
- achieving health equity for all and the elimination of health disparities wherever they exist
- promoting inclusiveness and diversity in medical education and the health professions
- developing courageous leaders who challenge the status quo with inquiry and innovation
- advocating for change in medical education, the profession, and the healthcare system
- creating and promulgating new knowledge in service to patients and communities
- establishing a learning environment that supports the health, well-being, and resilience of our graduates and enables them to serve as exemplars for patients and the profession
SECTION 1. FACULTY BYLAWS

1.1 ORGANIZATION AND OVERSIGHT

1.1.1 KAISER FOUNDATION HEALTH PLAN AND HOSPITALS BOARD OF DIRECTORS

In December 2015, the Kaiser Foundation Health Plan, Inc. and Kaiser Foundation Hospitals (KFHP/H) Board of Directors approved the establishment of the Kaiser Permanente School of Medicine. Kaiser Foundation Hospitals formed a California not-for-profit public benefit corporation, Kaiser Permanente School of Medicine, Inc., which operates the school. Kaiser Foundation Hospitals is its sole corporate member. Kaiser Permanente Bernard J. Tyson School of Medicine is a medical school with institutional autonomy, which leverages the assets of Kaiser Foundation Health Plan, Inc. and Kaiser Foundation Hospitals.

1.1.2 THE PERMANENTE MEDICAL GROUPS

Kaiser Permanente Bernard J. Tyson School of Medicine works in collaboration with the Permanente Medical Groups (PMGs) to provide clinical training to its students. Clinicians of the PMGs collaborate in the teaching of medical students throughout the four years of the curriculum at the Pasadena campus, at the six clinical sites designated for the longitudinal integrated clerkship, and throughout the Kaiser Permanente integrated practice.

1.1.3 KAISER PERMANENTE BERNARD J. TYSON SCHOOL OF MEDICINE BOARD OF DIRECTORS

Consistent with Western Association of Schools and Colleges (WASC) Senior College and University Commission (WSCUC) standards and policies, the Kaiser Permanente Bernard J. Tyson School of Medicine Board of Directors is composed of 11 external (independent) directors and seven directors internal to KFHP/H, the PMGs, and/or the school. The Dean of the school serves as an ex officio non-voting member of most of the board committees.

The Board of Directors was established in September 2016 and governs the school by establishing policy and exercising fiduciary responsibility for the long-term well-being of the institution.

For a list of current members of the school’s Board of Directors, visit: medschool.kp.org/about/board-of-directors

1.1.4 DEAN OF THE SCHOOL OF MEDICINE

The Dean is the Chief Academic and Administrative Officer, Chief Executive Officer, and President of Kaiser Permanente Bernard J. Tyson School of Medicine. The Dean is expected to hold a senior-level faculty position across academic departments, commensurate with their experience as determined and approved by the Board of Directors. As such, the Dean holds the title of Distinguished Professor or Distinguished Associate Professor and is appointed and reviewed by the Board of Directors, not a particular academic department or department chair. The Dean’s service to the school will include an appropriate academic leadership role within Southern California Permanente Medical Group (SCPMG), as determined by the SCPMG Executive Medical Director in consultation with the school’s Board of Directors, to ensure that the dual roles are mutually supportive and enable the Dean to fulfill their responsibilities as Dean.

The Dean will have such authority and duties as prescribed by the school’s Board of Directors and by these bylaws. The Dean is responsible for the general supervision, direction, and control of the academic, administrative, and business affairs of the school. The Dean is responsible for the conduct and quality of the medical education program provided by the school, the development and expansion of the school consistent with the school’s mission, the adequacy of the faculty to achieve the goals of the medical education program, and the functional integration of all programmatic components. The Dean may appoint additional administrators to assist in discharging these duties, including Senior Associate, Associate, and Assistant Deans.
The Dean is responsible for implementing the policies established by the Board of Directors and has a leading role in developing the strategic plan for the school. The Dean oversees teaching, research, and outreach activities of, and curricular requirements for, the school, including seeking and maintaining accreditation by the Liaison Committee on Medical Education (LCME), WSCUC, and state authorization from the California Bureau for Private Postsecondary Education (BPPE).

Specific duties of the Dean include:

- Designing, implementing, managing, and ensuring the quality of the school’s educational program, and facilitating changes in curriculum when necessary, subject to approval by the Board of Directors
- Engaging with the PMGs to promote, develop, and ensure a sufficient pool of qualified PMG physician faculty to meet the clinical instruction and academic service needs of the school to the fullest extent possible, and to look first to the Permanente Medical Groups to fill clinical faculty positions; if all clinical faculty needs cannot be met from the pool of PMG physicians, the Dean will consult with PMG leadership to recruit other clinical faculty
- Holding faculty accountable to both academic and clinical performance standards (in conjunction with PMG leadership for clinical teaching performance)
- Recommending to the Board of Directors the appointment, reappointment, non-reappointment, and promotion of faculty and other academic staff in a manner consistent with the school’s policies
- Ensuring that the school has sufficient and appropriate information to evaluate the qualifications and capacity of PMG physicians to satisfy the responsibilities of faculty
- Overseeing development of the school’s budget and business operations
- Establishing working committees (including charters describing respective goals, roles, and guiding principles) as needed to support the oversight and governance of the school
- Interfacing with KFHP/H and PMG leaders to enhance the efficacy of KFHP/H and PMG facilities as the corporation’s sites for clinical teaching opportunities, in furtherance of educational excellence
- Being accountable for the success of the school’s medical education program and the integration of PMGs and KFHP/H into the development of the school, including leading the resolution of inter-organizational challenges
- Providing regular reports to the Board of Directors regarding the foregoing, and the overall management and operations of the school and its medical education program

1.1.5 DEAN’S LEADERSHIP TEAM

The Dean’s leadership team will be composed of the Dean, the Senior Associate Deans, the Associate Deans, the Senior Vice President for Administration and Finance, the Chief of Staff, the department chairs, and other leaders as deemed appropriate by the Dean. The Dean’s leadership team is chaired by the Dean or, in the Dean’s absence, by the Dean’s designee. The role of the leadership team is to provide strategic dialogue and counsel to the Dean and to manage the day-to-day operations of the functional areas under their purview. The Dean meets regularly with the leadership team, and members of that team are embedded in the committee governance structure of the school to facilitate communication to and from the Dean throughout all operational areas. The Dean is responsible for appointing members of the leadership team.

1.1.6 ACADEMIC DEPARTMENTS

Kaiser Permanente Bernard J. Tyson School of Medicine’s academic departments of instruction are:

- Department of Biomedical Science
- Department of Clinical Science
- Department of Health Systems Science
Each department is headed by a department chair, who is responsible for its faculty, programs, and operation. The department chair recommends faculty appointments, promotions, and other changes of status to the Dean. The chair ensures that faculty members obtain adequate mentorship and receive an annual review. The chair is responsible for communicating information on faculty expectations, development, and changes that impact the delivery of education. The department chair works in collaboration with the Office of Medical Education to develop and deliver the education program approved by the Dean and the Board of Directors.

The department chairs are recruited through a search process conducted by the school administration, overseen by the Dean and in accordance with the policies and procedures outlined in Section 3 of this handbook. Department chairs are subject to an annual performance evaluation by the Dean. Chairs are appointed without term limit and serve at the discretion of the Dean. Periodic internal and external reviews of the department and department chair performance will be organized by the Dean’s office.

1.1.7 FACULTY ASSEMBLY

The Faculty Assembly is composed of the voting faculty, which includes all full-time core and clinical faculty in the promotion series (Instructors, Assistant Professors, Associate Professors, and Professors) and part-time core faculty members. Lecturers, senior lecturers, and part-time clinical faculty may attend meetings of the Faculty Assembly but are not eligible to vote. Adjunct and visiting faculty are not members of the Faculty Assembly and do not attend meetings. The Office of Faculty Affairs is charged with seeking input regarding school governance from non-voting faculty on an annual basis and sharing that information with the Dean.

The Faculty Assembly is responsible for electing members to representative positions on the Faculty Advisory Council (FAC), and is a conduit for members of the faculty to participate in the leadership of the school. The FAC represents the faculty at large and is responsible for working with school leadership on matters of faculty governance. The assembly will meet at least annually with the Dean to receive a state of the school address and to receive a report of the FAC.

1.1.8 STANDING COMMITTEES

The following constitute the Standing Committees of the faculty of the Kaiser Permanente Bernard J. Tyson School of Medicine:

- Admissions Committee
- Appointments and Promotions Committee (AP)
- Equity, Inclusion, and Diversity Advisory Committee (EIDA)
- Curriculum and Educational Policy Committee (CEP)
- Faculty Advisory Council (FAC)
- Faculty Conduct Committee (FC)
- Learning Environment and Professionalism Committee (LEAP)
- Program Evaluation, Assessment, and Improvement Committee (PEAI)
- Student Progress and Promotion Committee (SPP)

See Appendix for committee membership, leadership structure, charge, and terms.

Each of these committees consists of members either elected, selected, or both elected and selected. The FAC will facilitate the nomination and election process on an annual basis by electronic ballot. A call for nominations will be issued by the FAC once seated. Faculty will have a minimum of two weeks to provide nominations for roles on standing committees and a minimum of two weeks to submit ballots to elect representatives to the FAC. Faculty will be offered the opportunity to self-nominate or to nominate others. Those eligible to serve will include the voting members of the Faculty Assembly.
1.1.9 AD HOC COMMITTEES

From time to time, the Dean, the Dean’s leadership team, the FAC, or the SPP Committee may appoint ad hoc committees with time-limited charges to serve the needs of the school. All ad hoc committees will be approved by the Dean and will provide a final report of activities at the conclusion of their service.

1.2 FACULTY ROLES AND RESPONSIBILITIES

1.2.1 ACCREDITING ORGANIZATION REQUIREMENTS

The duties, privileges, and responsibilities of the faculty of Kaiser Permanente Bernard J. Tyson School of Medicine, as stated or implied by these bylaws, will be exercised in accordance with the regulations, policies, and procedures of the school, the Board of Directors, and the provisions of any relevant WSCUC, BPPE, or LCME regulatory requirement. Individuals involved in the assessment and evaluation of students must hold a faculty appointment approved by the Dean and the Board of Directors.

1.2.2 FACULTY EXPECTATIONS

Expectations for faculty contributions, appointments, terms, and performance are outlined in Sections 2 and 4 of this Faculty Handbook and in the Policy Library of the school. Faculty are expected to familiarize themselves with the details of the handbook and the Policy Library and to review any questions or concerns they have related to these guidelines with their department chair or the Office of Faculty Affairs. Faculty are expected to contribute to achieving the mission of the school under the guidance of their department chair and the Dean.

1.2.3 FACULTY APPOINTMENTS

The process for faculty appointments is outlined in Section 4 of this Faculty Handbook. All appointments originate with the department chair, who proposes an appointment to the A&P Committee and the Dean. Candidates approved by the A&P Committee and the Dean are recommended to the Board of Directors for final conferring of title.

1.3 PROGRAM OF MEDICAL EDUCATION

1.3.1 INTRODUCTION

The vision of the Kaiser Permanente Bernard J. Tyson School of Medicine is that “graduates will be a diverse community of compassionate healers, lifelong learners, and courageous leaders of change within the profession and in society.” The school leverages the values and capabilities of Kaiser Permanente, one of the nation’s largest integrated healthcare systems, to prepare students for future-facing clinical practice and health system leadership.

The educational program for the Doctor of Medicine (MD) degree at the school lays the foundation for advancement across the continuum from undergraduate medical education to graduate residency training. The school has a competency-based approach with a curriculum that integrates biomedical, clinical, and health systems sciences across all four years of training in a spiral fashion, allowing content to be revisited in increasing complexity.

1.3.2 CURRICULUM

The didactic curriculum across the first two years uses a case-based approach that emphasizes small group, collaborative, interactive learning, integrating the biomedical, clinical, and health systems sciences. All core clerkships (other than emergency medicine) utilize the longitudinal integrated clerkship (LIC) model, starting with family medicine or internal medicine early in Year 1 and adding emergency medicine, obstetrics/gynecology, pediatrics, psychiatry, and surgery in Year 2. Students stay at their respective Kaiser Permanente clinical site for the two years, allowing them to learn clinical skills by following panels of patients over time while maintaining one-on-one relationships with the preceptor for each field. Students apply health systems science content (HSS) in
areas such as patient safety and quality improvement. The school encourages exploration in population and community health through the required service-learning curriculum in which students participate in a monthly longitudinal experience during the first two years. The school offers the four-year Reflection, Education, Assessment, Coaching, Health, and well-being (REACH) course, which provides coaching to support personal and professional development, including professional identity formation and resilience skills training.

Years 3 and 4 will have a variety of required clinical experiences such as a sub-internship, required non-clinical experiences such as HSS electives (or selectives), and opportunities for both clinical and non-clinical elective experiences.

The school’s Educational Program Outcomes (EPOs) derive from the AAMC’s Physician Competency Reference Set (PCRS) and Core Entrustable Professional Activities (EPAs). Of the eight outcome domains, five come from the PCRS and three additional ones reflect the mission, vision and values (Interprofessional Collaboration and Teamwork, Lifelong Learning, and Population and Community Health). The EPOs and their corresponding milestones will be posted on the Learning Management System.

1.4 STUDENT GOVERNANCE

The Kaiser Permanente Bernard J. Tyson School of Medicine Student Council is an elected body that serves as the student government for the school. In addition to the Student Council, a number of Council-approved student groups have been constituted and receive funding from monies allocated for this purpose from a central Student Council budget. The council has developed guidelines and regulations to which its members and affiliated groups are expected to adhere. The Office of Student Affairs provides direct administrative and organizational support to the council and to student organizations and is a liaison between these groups and the school.

1.5 AMENDING FACULTY BYLAWS

Any amendment to these bylaws shall require the approval of the Dean after consultation with the Dean’s leadership team, legal counsel, and the FAC.
SECTION 2. ACADEMIC TITLES AND DEFINITIONS

2.1 FACULTY DESIGNATIONS

The terms “faculty” or “faculty member” denote individuals who contribute to the Kaiser Permanente Bernard J. Tyson School of Medicine’s educational mission, are appointed by the Dean, and are approved by the Kaiser Permanente Bernard J. Tyson School of Medicine Board of Directors.

A full-time faculty appointment requires at least 0.8 FTE at the school, the Permanente Medical Group (PMG), or PMG and the school combined (see chart below). Full-time faculty may not hold full-time academic appointments at other academic institutions. At the time of appointment, the school may request documentation confirming that a faculty member has resigned any full-time faculty appointments at other institutions. Faculty wishing to retain or initiate academic appointments other than at the school should consult with their department chair and the Office of Faculty Affairs (OFA) regarding outside titles.

Faculty designations and ranks are:

Core faculty (full-time or part-time)
Core faculty are appointed in the promotion series as Professor, Associate Professor, Assistant Professor, or Instructor; in rare circumstances an individual may be extended an academic appointment as Lecturer or Senior Lecturer. Core faculty in the promotion series hold voting appointments regardless of full-time or part-time status. Senior Lecturers and Lecturers hold non-voting appointments. Core faculty may not hold a full-time academic appointment at another academic institution.

Core faculty belong to one of two groups:

- Individuals employed directly by the school, who typically spend four to five days per week engaged in school activities of teaching, research, or service
- Individuals not employed directly by the school who are affiliated with PMG or Kaiser Foundation Health Plan or Kaiser Foundation Hospitals (KFHP/H), who spend one day per week or more engaged in school activities of teaching, research, and/or service

Clinical faculty (full-time or part-time)
Clinical faculty are appointed in the promotion series as Clinical Professor, Clinical Associate Professor, Clinical Assistant Professor, or Clinical Instructor; in rare circumstances an individual may be extended an academic appointment as Clinical Lecturer or Clinical Senior Lecturer. Full-time Clinical Instructors and above hold voting appointments. Part-time clinical faculty, Clinical Senior Lecturers, and Clinical Lecturers hold non-voting appointments.

Clinical faculty are individuals employed by or previously employed by PMG, but not employed by the Kaiser Permanente Bernard J. Tyson School of Medicine, who contribute less than one day per week to the school.

Adjunct faculty (part-time only)
Adjunct faculty are appointed as Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Professor, Adjunct Instructor, or as Adjunct Lecturer or Adjunct Senior Lecturer. Adjunct appointments are non-voting appointments.

Adjunct faculty have teaching and assessment or other service duties for a minimum of 25 hours per year within the school and are typically not employed by the school or a PMG. Adjunct faculty may hold a full-time faculty appointment at another academic institution. Adjunct appointments are renewed annually and may be renewed for multiple years depending on school needs.
**Table 2.1**

**Faculty Definitions**

<table>
<thead>
<tr>
<th>Time contributing to KPSOM teaching, service, and/or research*</th>
<th>&gt; or = 1 day/wk</th>
<th>Typically &lt;1 day/wk</th>
<th>Varies</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPSOM FT or FT</td>
<td>FT (≥8 FTE KP/KPSOM) or PT (&lt;8 FTE KP/KPSOM)</td>
<td>FT (&lt;8 FTE KP/KPSOM) or PT (&lt;8 FTE KP/KPSOM)</td>
<td>PT (&lt;8 FTE KP/KPSOM)</td>
</tr>
<tr>
<td>Minimum documented contribution to KPSOM</td>
<td>23 hrs/yr in service/teaching</td>
<td>23 hrs/yr in service/teaching</td>
<td>23 hrs/yr in service/teaching</td>
</tr>
<tr>
<td>Promotion series</td>
<td>Professor, Associate Professor, Assistant Professor, or Instructor</td>
<td>Clinical Professor, Clinical Associate Professor, Clinical Assistant Professor, or Clinical Instructor</td>
<td>Adjunct Professor, Adjunct Associate Professor, Adjunct Assistant Adjunct Professor or Adjunct Instructor</td>
</tr>
<tr>
<td>Titles</td>
<td>Associate Professor of Biomedical Science</td>
<td>Clinical Associate Professor of Clinical Science</td>
<td>Adjunct Professor of Health Systems Science</td>
</tr>
<tr>
<td>Degrees expected</td>
<td>Terminal degree in field of expertise (e.g., MD, PhD, DO)</td>
<td>Terminal degree in field of expertise (e.g., MD, PhD, DO)</td>
<td>Terminal degree in field of expertise</td>
</tr>
<tr>
<td>Expectation for scholarship</td>
<td>Encouraged</td>
<td>Encouraged</td>
<td>Encouraged</td>
</tr>
<tr>
<td>Voting eligibility</td>
<td>Yes</td>
<td>Yes (FT) or No (PT)</td>
<td>No</td>
</tr>
<tr>
<td>Other academic appointments</td>
<td>Lecturer</td>
<td>Clinical Lecturer</td>
<td>Adjunct Lecturer</td>
</tr>
<tr>
<td>Titles</td>
<td>Senior Lecturer</td>
<td>Clinical Senior Lecturer</td>
<td>Adjunct Senior Lecturer</td>
</tr>
<tr>
<td>Member of the Faculty (holding)</td>
<td>Member of the Faculty (holding)</td>
<td>Member of the Faculty (holding)</td>
<td>Member of the Faculty (holding)</td>
</tr>
<tr>
<td>Degrees expected (additional criteria may apply)</td>
<td>May have terminal degree, or non-terminal degree in field of expertise (e.g., MS, MPH, MSW, RNA)</td>
<td>May have terminal degree, or non-terminal degree in field of expertise (e.g., MS, MPH, MSW, RNA)</td>
<td>May have terminal degree, or non-terminal degree in field of expertise (e.g., MS, MPH, MSW, RNA)</td>
</tr>
<tr>
<td>Expectation for scholarship</td>
<td>Not required</td>
<td>Not required</td>
<td>Not required</td>
</tr>
<tr>
<td>Voting eligibility</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

*May include research in VP environment

**Member of the Faculty**

A Member of the Faculty holding appointment may be extended to an individual whom the school intends to appoint as faculty based on the candidate meeting criteria for the ultimate intended rank. After a full faculty search (see Section 3, Faculty Recruitment) has been completed and a candidate has been identified, a Member of the Faculty holding appointment may be issued based on a department chair’s request, with approval by the Dean, effective as of the individual’s start date. The appointment will continue until all approvals have been received for a formal faculty rank for that candidate. These appointments are annual, non-voting and typically non-renewable after one year.

**Visiting faculty**

Individuals who hold an active faculty appointment at another institution and are contributing to the school as educators may be granted a visiting appointment. Appointments are for one year and may be renewed for up to one additional year. The school will extend a visiting appointment at the same rank the individual holds at their home institution. These appointments are non-voting. A Visiting Lecturer appointment may be extended to individuals contributing to the school in a faculty role who do not hold a current appointment at another academic institution.

**2.2 DEFINITIONS OF FACULTY RANKS**

Kaiser Permanente Bernard J. Tyson School of Medicine has established a promotion series of faculty ranks, as well as appointment titles, which are not in a promotion series. Those whose primary appointments are to leadership or administrative positions and for whom the faculty appointment is secondary are employed on an ‘at will’ basis. These individuals are not eligible for term faculty appointments, regardless of rank. Adjunct faculty appointment terms are annual, regardless of rank.
<table>
<thead>
<tr>
<th>RANK</th>
<th>DESCRIPTION</th>
<th>REQUIREMENTS</th>
<th>LEVEL OF REPUTATION</th>
<th>TERM AND VOTING STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion Series</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instructor</td>
<td>Entry-level appointment for individual meeting appointment requirements and</td>
<td>MD, PhD, or comparable degree</td>
<td>Among peers and leaders in the communities or medical centers where they have served</td>
<td>Annual, renewable</td>
</tr>
<tr>
<td></td>
<td>designated to serve a particular role in the school.</td>
<td>Must not concurrently hold a postdoctoral appointment</td>
<td></td>
<td>Core: voting</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Full-time clinical: voting</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Part-time clinical: non-voting</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>Appointment based on demonstrated educational, service and scholarly</td>
<td>MD, PhD, or comparable degree</td>
<td>Strong local reputation across multiple settings, and, in some cases, a regional</td>
<td>Three-year, renewable</td>
</tr>
<tr>
<td></td>
<td>contributions</td>
<td>Must not concurrently hold a postdoctoral appointment</td>
<td>reputation</td>
<td>Core: voting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Typically, two or more years after completion of training</td>
<td></td>
<td>Full-time clinical: voting</td>
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<td></td>
<td>Part-time clinical: non-voting</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>Appointment based on substantial educational, service and scholarly</td>
<td>MD, PhD, or comparable degree</td>
<td>Strong regional, and, in some cases, national reputation</td>
<td>Four-year, renewable</td>
</tr>
<tr>
<td></td>
<td>contributions</td>
<td>Must not concurrently hold a postdoctoral appointment</td>
<td></td>
<td>Core: voting</td>
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<td></td>
<td></td>
<td>Typically, four or more years after completion of training</td>
<td></td>
<td>Full-time clinical: voting</td>
</tr>
<tr>
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<td></td>
<td></td>
<td>Part-time clinical: non-voting</td>
</tr>
<tr>
<td>Professor</td>
<td>Appointment based on significant and sustained educational, service and</td>
<td>MD, PhD, or comparable degree</td>
<td>Strong national, and, in some cases, international reputation</td>
<td>Five-year, renewable</td>
</tr>
<tr>
<td></td>
<td>scholarly contributions</td>
<td>Must not concurrently hold a postdoctoral appointment</td>
<td></td>
<td>Core: voting</td>
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<tr>
<td></td>
<td></td>
<td>Typically, six or more years after completion of training</td>
<td></td>
<td>Full-time clinical: voting</td>
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<td></td>
<td></td>
<td>Part-time clinical: non-voting</td>
</tr>
<tr>
<td>Non-Promotion Series</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Member of the Faculty</td>
<td>Holding appointment with evidence of eligibility for the rank proposed</td>
<td>MD, PhD, or comparable degree</td>
<td>Based on rank proposed for review</td>
<td>Annual, non-voting; typically non-renewable after one year</td>
</tr>
<tr>
<td>Lecturer</td>
<td>Teaching appointment not on the promotion ladder</td>
<td>An advanced degree in discipline or area of specialty</td>
<td>Strong local reputation across multiple settings, and, in some cases, a regional</td>
<td>Annual, non-voting; renewable</td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td>Teaching appointment not on the promotion ladder</td>
<td>An advanced degree in discipline or area of specialty</td>
<td>Strong national and, in some cases, international reputation</td>
<td>Annual, non-voting; renewable</td>
</tr>
<tr>
<td>Visiting Faculty</td>
<td>Time-limited teaching appointment not on the promotion ladder</td>
<td>Must not concurrently hold a postdoctoral appointment</td>
<td>Based on rank held at home institution; if no rank, title of Visiting Lecturer will</td>
<td>Annual, non-voting; may only be renewed one time for a</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>be used</td>
<td>maximum of two years</td>
</tr>
</tbody>
</table>
SECTION 3. FACULTY RECRUITMENT

3.1 INITIATION OF THE SEARCH PROCESS

The department chair initiates the search process by proposing to the Dean in writing the need for new faculty in the department, identifying the proposed role of the new faculty member and the resources necessary for the recruitment.

If the recruitment proposal is approved by the Dean, the department chair will propose to the Office for Academic and Community Affairs (ACA) membership for an ad hoc search committee consisting of at least three members from the department and at least one faculty member from another department. The department chair may propose a chair for the search committee.

In general, the search committee membership should consist of faculty, with exceptions made for including key staff who bring expertise to the process. The Senior Associate Dean for Academic and Community Affairs will review the search committee membership list with the Dean. The list may be modified to enhance the diversity and expertise of the committee and to ensure that faculty are not overextended in their service to the school. Following final approval communicated in writing by the Senior Associate Dean for Academic and Community Affairs to the department chair, the department chair or their designee may invite the committee.

The search committee chair will review the intended search procedures, the position description, all advertisements, and a plan for identifying an appropriate pool of candidates with the Senior Associate Dean for Academic and Community Affairs prior to convening the committee, recognizing that some of the documents, e.g., position description, may be further modified based on search committee recommendations. The search committee chair must identify a dedicated administrative colleague to manage logistics, keep track of action items, and maintain minutes. The chair must ensure that all committee participants have completed required training, including bias mitigation training, prior to serving.

3.2 CANDIDATE IDENTIFICATION

The department chair and the search committee chair will make every effort to identify a diverse, competitive pool of candidates. Approaches include thoroughly reviewing all advertisements to ensure proper language to enhance the likelihood of applications from diverse groups (see gender-decoder.katmatfield.com). At least one print or web-based advertisement must be placed in a venue determined to be likely to attract the largest pool of potential candidates. As a best practice, the school encourages additional dissemination of the position description in non-traditional sites as a means of reaching groups underrepresented in academic medicine. The Office of Faculty Affairs (OFA) can provide suggested approaches for reaching the broadest possible pool of candidates. Personal communications and outreach from the search committee chair, department chair, and members of the search committee can enhance candidate recruitment.

When pertinent national data, (e.g., AAMC faculty roster) regarding the diversity of the pool of potential candidates are available, the search committee chair may consult these data as a means of assessing the success of the outreach plan. The OFA can provide information on how to access these benchmarks.

3.3 CANDIDATE MANAGEMENT

During the early phase of the search, the search chair or their designee should provide candidates as much information about the timeline as feasible. Sustaining candidate engagement throughout the process is essential for success during the later recruitment phase. An email thanking a candidate for their interest, alerting them to the intended timeline, and offering contact information with the committee chair for questions can offset the sense of uncertainty many applicants experience during a recruitment process.
3.4 CANDIDATE SELECTION

The search committee chair should discuss with the committee the options for how the candidate pool will be narrowed. Some approaches, which may be constrained by practical challenges such as the number of candidates, may include the following:

- Asking candidates to complete a screening questionnaire that provides position-specific information based on the agreed criteria, allowing the chair or committee to eliminate those who don’t have required attributes
- Asking the entire committee to review all candidate applications and rate them on a scale prior to discussing as a group; the overall rating can be used to focus the assessment
- Asking several reviewers to provide independent feedback on subsets of candidates to identify those who must be interviewed, those who should not be interviewed, and those for whom additional discussion is warranted before interviews can be scheduled; a committee meeting can be organized to consider candidates according to these subsets

The search committee chair, but no other members, may review candidate-submitted self-ID data to inform strategies for creating a list for interviewing.

Other best practices that should be followed include:

- Use the committee’s established position criteria to evaluate the candidates.
- Once a subset is selected for interviews, develop a list of common questions to be used by the committee.
- The same amount of time and structure should be used to discuss all candidates whom the committee is actively considering; limiting the conversation to a few attributes can trigger expedience and similarity bias.
- Inform those no longer being considered of their status as soon as appropriate.
- Document all steps of the search process.

3.5 CANDIDATE INTERVIEWS

All interviewed candidates should receive the same information. If the candidate is visiting in person, they will be provided with a schedule, background information about those with whom they will interview, and all logistical information. The committee may opt to have candidates receive some common questions to prepare prior to the interview. It is pivotal to the process that the committee develop a strategy for final ranking that will attend both to the position criteria and equal opportunity for candidates to be considered. Taking an inclusive approach (focusing on positives), rather than an exclusive approach (using negatives to eliminate someone), may assist less traditional candidates in receiving proper attention. It is also important that the department chair’s expectations are addressed. For example, the department chair may prefer a short list of candidates, ranked or unranked, or a single candidate. As with all other steps of the process, the interview process will be documented.

The interview format may include one-on-one interviews, interviews in pairs, or group interviews. For a large pool of candidates, a preliminary online interview might be useful for limiting the pool of those who need to travel. Any group interviews should include a mechanism for accessing each member’s independent opinion prior to discussion of each candidate. For example, members may be asked to write their rating prior to discussion so that a more influential member of the committee does not prematurely sway the group’s opinion, thereby eliminating minority opinions.

3.6 CANDIDATE RECRUITMENT

Once the committee has reached a consensus on its recommendations, the committee chair will promptly alert the department chair to the recommendations of the committee, which are advisory. The committee may also assist
with candidate communication with those not selected, as well as with finalists, if requested by the department chair.

The search committee chair will develop a report of the search process and submit this to the department chair for inclusion in the department chair’s final recommendation for appointment (see initial appointment process). As a final step, it is important to thank the search committee for their service.

3.7 FACULTY APPOINTMENT FOR LIMITED-EFFORT ROLES

Most Kaiser Permanente Bernard J. Tyson School of Medicine faculty have defined positions that require significant time or distinctly specified time. Examples include the various deans, chairs, small group facilitators, doctoring leads, etc. Many of these individuals have a designated FTE for which they are committed to the school and, in some cases, compensated. In all of these cases, a search process is pursued to recruit for these roles.

A department chair may, at their discretion, propose a faculty appointment for someone who will be assigned value-added work to the school that will equal or exceed 25 hours per year, be less than 0.1 FTE, typically occur on an annual basis, and not require any compensation from the school. The chair will formally make the proposal to the Senior Associate Dean for Academic and Community Affairs, who will ensure that the proposed faculty member otherwise meets the criteria for appointment. The Senior Associate Dean will obtain approval from the Dean and then follow the usual process for appointing faculty (including their rank). No search will be required for these limited-effort roles.

Once approved, the faculty will be expected to contribute at least 25 hours per year to the school and meet all other minimal requirements. If this does not happen, the faculty appointment will be terminated or not renewed as per the policies in the Faculty Handbook. Faculty titles for these limited-effort roles are as per Table 2.2.
SECTION 4.  APPOINTMENT AND PROMOTION

4.1  EVALUATION CRITERIA FOR APPOINTMENT AND PROMOTION

4.1.1  General requirements for faculty appointments

Faculty appointments must be proposed by the department chair. For initial appointments, department chairs will base their proposal on the individual’s prior contributions to teaching, service, and scholarship.

Time commitments expected for the various types of faculty appointments are described in Section 2. Anyone who holds a faculty appointment must contribute a minimum of 25 hours annually to Kaiser Permanente Bernard J. Tyson School of Medicine educational or service activities (while some types of faculty appointments require a greater time commitment; See Section 2.1, Core faculty) and must comply with school policies, including the requirements for participation in faculty development programming and completion of annual reviews with one’s department chair or their designee.

Those appointed in the promotion series of titles (Instructor, Assistant Professor, Associate Professor, and Professor; with or without the Clinical or Adjunct modifier) must hold a terminal degree in their field.

Individuals holding a faculty appointment may not concurrently participate in a training program (e.g., residency, fellowship) for the major portion of their time.

Full-time faculty may not hold full-time academic appointments at other institutions (see Section 2.1, Faculty Designations).

Although there is no requirement for documented scholarship at the initiation of an Instructor appointment, subsequent engagement with scholarly activities (see below for definitions of scholarship) will be expected for promotion of all faculty. Faculty are not required to advance in rank.

4.1.2  Appointment and Promotion to Term Faculty Positions

Primary faculty appointments as Assistant Professor, Associate Professor, or Professor (with or without the Clinical or Adjunct modifier) are for terms of three, four, and five years respectively (with any necessary adjustments for the initial appointment as outlined in Section 4.3). Those whose primary appointments are to leadership or administrative positions and for whom the faculty appointment is secondary are employed on an ‘at will’ basis. These individuals are not eligible for term faculty appointments, regardless of rank. Appointment and promotion to term ranks is based on the following requirements:

Activities which align with the Kaiser Permanente Bernard J. Tyson School of Medicine mission, vision, and values: Faculty under consideration for promotion will be asked to submit a narrative that documents that their academic efforts reflect these principles of the school. Faculty are encouraged to describe how their activities integrate across departments, disciplines, or other aspects of the school.

Integrity: All faculty are expected to demonstrate the highest levels of professional integrity; department chairs will be asked to attest to a candidate’s integrity at the time of promotion.

Educational Activities: Documentation of their participation in educational activities may include direct teaching of students, curriculum development, mentorship, research training, faculty development, administrative leadership of the educational programs, evaluations of teaching through student evaluation or peer observation, contributions to pipeline programs, significant contribution to the clinical or non-clinical learning environment beyond that expected in routine clinical practice, or other activity. These contributions must be reflected in the faculty member’s CV. For initial appointments, educational contributions in prior settings and chair-defined expectations for the period ahead will be reviewed.
**Service:** Faculty members may be invited to provide service to the school. Such service may include committee participation, administrative roles, community engagement activities, student recruitment, or efforts to enhance equity, diversity, and inclusion. Faculty who contribute service to the school should document these contributions in their CV.

**Scholarship:** To qualify for appointment at the rank of Assistant Professor, faculty will have, at a minimum, contributed to scholarly activities in a collaborative or mentored role. Candidates for appointment as Associate Professor will have demonstrated contribution to scholarship over multiple years, with increasing responsibility in the oversight and leadership of scholarly activities. Candidates for the rank of Professor will have demonstrated sustained leadership in the generation of scholarship over numerous years, including authorship of high-impact works in their field as documented by peer assessment and/or other metrics (e.g., impact factor of journals; wide dissemination; documentation of influence on clinical practice; citations; articles with associated editorials or selection as lead articles; programs replicated by other schools or national organizations; substantial extramural funding).

Kaiser Permanente Bernard J. Tyson School of Medicine has adopted a definition of scholarship, drawing from Boyer, that includes scholarship of 1) discovery (i.e., traditional research); 2) integration; 3) application; and 4) teaching:

- **Scholarship of discovery** may include fundamental discoveries in population science, basic science, biostatistics, health policy, bioinformatics, epidemiology, and clinical trials, among others.
- **Scholarship of teaching** may include the development of new courses, curricula, educational models, approaches to interprofessional education, and ways to merge educational processes with service-learning and aid to communities.
- **Scholarship of integration** may include synthesis of knowledge from disparate disciplines to create new, integrated resources for science, learning, and clinical guideline development; leveraging novel platforms and tools to disseminate existing findings; and preparation of review articles, chapters, and books that draw upon and integrate original research by others.
- **Scholarship of application** may include interpreting new knowledge in such a way that is applicable to clinical environments; implementation science; quality improvement; comparative effectiveness research; and dissemination of innovative health practices.

Scholarship should be enduring and accessible to others when the faculty member is not present. Scholarship that is submitted as evidence for promotion should reflect the faculty member’s area of academic expertise and be consistent with the school’s mission, vision, and values. A faculty member’s contribution to scholarship should be documented and in agreement with co-authors’ perceptions. Typically, scholarship is targeted toward professional, or educated lay, audiences. However, consideration will be given to other methods of dissemination that influence the health and well-being of the public (e.g., blogs, editorials, podcasts). Among the factors that will be assessed are the quality, impact, and reach of the work.

Scholarship may take the form of peer-reviewed publications, invited publications in journals, books (or chapters of books), reports for agencies or organizations, significant public communications for education or advocacy, inventions or patents, laws or regulations, institutional or professional policies, clinical or professional guidelines, curricula, syllabi, or any equivalent online or information technology-based materials, among others.

Scholarly contributions must be reflected in the faculty member’s CV.

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**Reputation:** Assistant Professors are expected to have at least a local reputation, Associate Professors at least a regional reputation, and Professors a national, if not international, reputation. Reputation can be demonstrated by invitations to speak, service and leadership on committees, invitations to collaborate, approbation by peers, editorial roles, and awards, among others.

### 4.2 INITIAL APPOINTMENT

To initiate an appointment, the department chair submits a dossier to the Office of Faculty Affairs (OFA). The OFA will review the dossier for completeness and forward those proposed for the rank of Assistant, Associate, and full Professor (with or without the Clinical or Adjunct modifier) to the Appointment and Promotion (A&P) Committee. The committee meets at regularly scheduled intervals.

A complete dossier for initial appointment at all ranks includes:

- Department chair nominating letter: This letter documents the individual’s accomplishments and background related to the faculty rank, plans for mentorship if known, and how the faculty member will contribute to Kaiser Permanente Bernard J. Tyson School of Medicine
- Candidate’s current CV in the school’s format
- Search process documentation, if applicable

For Assistant Professor and above:

- Completion of Reference Form (the required number of referees is based on rank):
  - Assistant Professor: two references
  - Associate Professor: three references
  - Professor: five references

Referees should be individuals familiar with the candidate’s academic accomplishments. For Associate and Full Professors, at least one referee must not have previously worked with or collaborated with the candidate. Referees should hold the academic rank under consideration or higher. The department chair solicits the input from all references.

In addition, for PMG faculty (at all ranks) only:

- A letter of support from the PMG Chief of Service or another appropriate supervisor

After review and approval by the A&P Committee, the Senior Associate Dean for Academic and Community Affairs will present the appointment for consideration to the Dean and the school Board of Directors.

Once all approvals have been received, the OFA will issue a formal letter of appointment on behalf of the Dean. The appointment is not active until such letter has been issued and acknowledged by the faculty member. If the dossier is not approved at any stage of the process, the dossier will be referred to the department chair for further discussion with the Dean’s Office.

As noted in Section 2.1, a Member of the Faculty holding appointment may be issued for the interim period before all approvals are received and a regular faculty appointment is provided.

For those faculty who are employees of Kaiser Permanente Bernard J. Tyson School of Medicine, the Office of Human Resources will extend an offer of employment letter with separate information regarding compensation, benefits, and other employment related information. Employment with the school is contingent on maintaining a faculty appointment. Upon the end of a faculty appointment, employment with the school ceases at the same time.
For those faculty who have PMG employment, active partner status or active shareholder status, the faculty appointment is contingent on maintaining such PMG employment or status. Upon the end of such PMG employment or status, the faculty appointment with the school ceases at the same time.

4.3 APPOINTMENT DATES AND TERMS

Faculty appointments are made for a stated term. Initial appointments and promotions are typically effective on the first day of the month when the appointment or promotion is approved. Once approved, a new title may be assumed based on the effective date of approval. There is no set time by which a promotion must be considered and there is no tenure of position, title, or salary at Kaiser Permanente Bernard J. Tyson School of Medicine. Absent unusual circumstances, appointments end on June 30, and reappointments are effective on July 1. First appointments made after December 31 of a given academic year will include the additional months of that academic year plus the term of the appointment (e.g., an appointment to the three-year term of Assistant Professor made on February 1, 2020 will be valid until June 30, 2023, for a total of three years and five months; an appointment to a three-year term of Assistant Professor made on November 1, 2020 will be valid until June 30, 2023, for a total term of two years and seven months; only those appointments made on July 1 will have an exact three-year term).

4.4 ANNUAL REVIEW

Once all department leadership positions are filled, all faculty will have an annual review with the department chair or their designee. In preparation for this meeting, the faculty member will complete an Annual Activity Report, which documents accomplishments in teaching, service, scholarship, and goals for the coming year. Faculty are expected to document fulfillment of the time commitments applicable to their type of faculty appointment as described in Section 2. All faculty are expected to document an annual minimum of 25 hours of teaching and/or service to the school. In addition, core faculty are expected to document contributions to teaching, research, and/or service that exceed or are equal to a day a week.

The review will consist of a performance evaluation and an assessment of the faculty member’s contributions, including academic and other achievements, and conduct during the year. The review will include a discussion of the faculty member’s academic trajectory and potential for advancement. PMG faculty reviews will also include input from the area Medical Director, Chief of Service, or appropriate designee. This process allows for a holistic review of the faculty member’s contributions to the school and the greater community, provides clarity, and mitigates the potential for differences in perception between the faculty member and the school regarding the faculty member’s status and obligations. The department chair is ultimately responsible for the annual review of their faculty, and along with the faculty member, must sign the Annual Activity Report to acknowledge having read and discussed it. A copy of all signed reviews will be filed with OFA.

4.5 REAPPOINTMENTS

Faculty appointments are typically renewable if deemed necessary to further the mission and needs of the school, provided that the level of continuing contributions and conduct, including as documented in the annual review process by the department chair, justify the renewal. The renewal process will occur in the last year of the then-current appointment term.

In the year of term appointment expiration, the OFA will inform faculty with an expiring appointment term to submit reappointment documents to their department chair by early fall. The department chair or designee will meet with the faculty member to review and discuss the reappointment documents described below and the faculty member’s performance and activities. The discussion will include terms and goals for any proposed new period of appointment. The chair will keep the Dean and the Senior Associate Dean for Academic and Community Affairs apprised of any circumstances that may result in non-renewal or of any obstacles to renewal and obtain the Dean’s approval prior to issuing a notice concerning reappointment.
A complete dossier for term reappointment includes:

- Department chair reappointment letter documenting the individual’s contributions to the school, including fulfillment of the expected time commitment depending on their type of faculty appointment, recognizing that all faculty must satisfy the annual minimum of 25 hours of education or service activities (although some may have greater time commitments; see section 2.1 regarding Core faculty), and for all faculty, their record of teaching, service, scholarship, and level of reputation
- Candidate’s current CV in the school’s format
- Candidate narrative describing teaching, service, and scholarship over the prior term, and a description of how their efforts support the school’s educational mission, vision, and values
- Student and peer evaluations of teaching, when available
- Faculty member’s most recent annual performance review

In addition, for PMG faculty only:

- Proof of continued and active PMG employment, active partner status, or active shareholder status; for SCPMG physicians, this may include hours worked in SCPMG
- Appropriate PMG performance data as agreed upon between the PMG and the school

A complete dossier for **annual** reappointment includes:

- Department chair request for reappointment and confirmation of minimum contribution of 25 hours of service and/or teaching to the school
- Faculty member’s most recent annual performance review

In addition, for PMG faculty only:

- Proof of continued and active PMG employment, active partner status, or active shareholder status; for SCPMG physicians, this may include hours worked in SCPMG

If the department chair supports the reappointment for faculty with a term appointment, they will submit the faculty member’s reappointment dossier together with a letter of recommendation for reappointment to OFA by December 15 of the year prior to reappointment. The OFA will then forward the recommendation for appointment renewal to the AP Committee.

Requests for reappointment for those with annual titles will be submitted to the OFA by May 29.

The OFA will provide a confirmation of academic reappointment within 30 days of the conclusion of the term. All documents requiring acknowledgment must be signed and returned to OFA within 10 business days of receipt. The faculty member may request an extension not to exceed 30 days for signature to allow for additional consideration or review.

PMG faculty are contracted through the Permanente Federation on behalf of the PMGs, not the school, and therefore, their employment contracts will be reviewed and renewed according to their PMG’s policies and guidelines. However, PMG faculty appointments in the school are subject to the same review and reappointment process as all other faculty. As noted in Section 4.2, for those faculty who have PMG employment, active partner status or active shareholder status, the faculty appointment is contingent on maintaining such PMG employment or status. Upon the end of such PMG employment or status, the faculty appointment with the school ceases at the same time.

For those who are employees of Kaiser Permanente Bernard J. Tyson School of Medicine, the Office of Human Resources will, if necessary at the time of reappointment, modify the offer of employment letter with separate information regarding compensation, benefits, and other employment related information. As noted in Section 4.2, employment with the school is contingent on maintaining a faculty appointment. Upon the end of a faculty appointment, employment with the school ceases at the same time.
In rare circumstances, a faculty member may be granted a grace period of up to two years, during which contributions to teaching and service fall below the established 25 hours per year teaching and/or service minimum. In such cases, the Annual Activity Report must include a plan for engagement for the following academic year. These exceptions will be made at the discretion of the department chair. Faculty titles will not change for this period if an exception to the 25-hour contribution is granted. After three consecutive years of not meeting the teaching and/or service requirement, a faculty member appointment will not be renewed.

4.6 NON-RENEWAL OF FACULTY APPOINTMENT

If it is decided that the faculty member’s appointment will not be renewed at the conclusion of its term, the faculty member will be notified in writing of appointment non-renewal by the department chair at least one month prior to the expiration of the faculty member’s appointment if holding an annual appointment and three months if holding a term appointment. The department chair will consult with the Senior Associate Dean for Academic and Community Affairs and the Dean at the time of any decision for non-renewal and obtain the Dean’s approval prior to providing notice of non-renewal. Upon request to the chair, the faculty member will be informed of the reason for nonrenewal, and may request reconsideration. The decision not to renew is final without appeal, although other standard KPSOM policies may apply, such as the policy relating to complaints of any form of discrimination. In rare circumstances, the department chair may petition the Dean for a different length of appointment than the typical renewal term.

4.7 PROMOTION

A faculty member who wishes to be considered for promotion should notify the department chair and submit to the chair a current CV in the school’s format, a narrative, and all teaching evaluations from any activity outside the school. The department chair will consider whether the candidate’s accomplishments meet the criteria for promotion.

If, upon review of the submitted materials, the department chair decides to recommend the candidate for promotion, the chair submits a dossier as described below to the OFA. If the candidate for promotion is a department chair, the dossier will be assembled by the Senior Associate Dean for Academic and Community Affairs, who will submit the dossier directly to the Dean for initial review, prior to forwarding it to the OFA.

The OFA will review the dossier for completeness; candidates and department chairs will be advised after an initial review of any additional materials, documentation, or modifications required. Completed dossiers will be forwarded to the AP Committee. The AP Committee formally reviews promotion candidates based on the annual AP Committee meeting schedule. Appointment and Promotions Committee recommendations are advisory to the Dean and the school Board of Directors. No appointment is approved until these additional reviews are complete.

Once all approvals have been received, the OFA will issue a formal letter of appointment on behalf of the Dean. The promotion is not active until such letter has been issued and acknowledged by the faculty member. If the dossier is not approved at any stage of the process, the dossier will be referred to the department chair for further discussion with the OFA, the Office of Academic and Community Affairs, and the Dean. In the event a promotion is denied, the department chair must allow a minimum of one year from date of denial before resubmitting a refreshed dossier for consideration.

Candidates and their department chair have the right to withdraw, without penalty, the candidacy for promotion at any stage in the process. Requests for withdrawal will be made in writing to the OFA.
A complete dossier for promotion to all ranks includes:

- Department chair nominating letter documenting the individual’s accomplishments, contributions to Kaiser Permanente Bernard J. Tyson School of Medicine, and their record of teaching, service, scholarship, and level of reputation
- Candidate’s current CV in the school’s format
- Candidate narrative describing teaching, service, and scholarship, and a description of how their efforts support the school’s educational mission, vision, and values; the narrative must be supported by samples or evidence to substantiate the most significant accomplishments in each of these areas
- Student and peer evaluations of teaching, when available
- Faculty member’s most recent annual performance review
- Completion of Reference Form (the required number of referees is based on rank):
  - Assistant Professor: two references
  - Associate Professor: three references
  - Professor: five references

Referees should be individuals familiar with the candidate’s academic accomplishments. For Professors and Associate Professors, at least one referee must not have previously collaborated or worked with the candidate. Referees should hold the academic rank under consideration or higher. The department chair solicits the input from all references.

In addition, for PMG faculty only:

- A letter of support from the PMG Chief of Service or another appropriate supervisor
- Proof of continued and active PMG employment, active partner status, or active shareholder status
- Appropriate PMG performance data as agreed upon between the PMG and the school

**4.8 SECONDARY APPOINTMENT**

In rare circumstances, faculty may be considered for appointment in a second department based on their background and the expectation that they will make significant contributions to teaching, research, and/or service in both departments.

In such cases, one department will be identified and serve as the primary department responsible for the individual’s compensation (if applicable), space, career advancement, leaves of absence, reappointment, and promotion. While the secondary appointment may have a later start date than the primary appointment, the secondary appointment will be coterminous with the primary appointment for as long as the relationship exists.

To recommend primary and secondary appointments or promotions simultaneously, each department should follow the process for initiating an appointment, as defined in this handbook. Both recommendations should be presented by the department with primary responsibility for the individual, in one single dossier.

The faculty member must meet the criteria for the same rank in both departments. In their nominating letters, both department chairs should outline a rationale for the two appointments and describe the level of effort in each department. Promotion may not proceed solely in one department.

If an appointment has already been made in one department, the second department should follow the regular appointment or promotion process and include documentation that the first department agrees with the request for a second appointment. In cases where the intent of both department chairs is to have the second department become the faculty member’s primary department, the appointment dossier should include a request for transfer of primary department. The request must be clearly documented in all materials.
When the appointments are up for renewal, both departments will be equally responsible for providing supporting documentation for reappointment.

If the appointment in the primary department is terminated or not renewed, the appointment in the secondary department will automatically terminate. Termination or non-renewal in the secondary department will not necessarily impact the appointment in the primary department.

4.9 DEPARTMENTAL TRANSFER

A change in a faculty member’s primary department affiliation may be appropriate when this reflects a change in their scope of activities at Kaiser Permanente Bernard J. Tyson School of Medicine. If the new department chair supports the transfer, they will submit the following to OFA:

- Department chair transfer request letter documenting the title requested, dates of new appointment, description of role, reason for transfer, and for those at rank below Professor, name of mentor in the new department if available
- A written approval from the releasing department

Typically, transfers are effective on the first day of the transfer request month. Faculty will be notified in writing when the transfer is approved.

4.10 FACULTY LEAVE

Faculty may request a leave of absence for up to one year for academic, personal, or other reasons. Only in exceptional cases may a second year of leave be considered. Requests for leave should be presented in writing with as much lead time as possible to the department chair. If the department chair decides a leave of absence is feasible, they will submit the original faculty request and a letter of support to the Senior Associate Dean for Academic and Community Affairs for review. Faculty leaves will be considered in light of the overall academic needs of the school and cannot be guaranteed except when required by law. Faculty employed by the school who need a medical or family leave of absence or other leave that may be protected by law should consult the school’s medical and family leave policies regarding the process for requesting leave. Faculty affiliated with a PMG should consult the policy applicable to the PMG regarding the process for requesting leave, and notify the school concerning any request for a related leave from their faculty appointment. Faculty who do not return to work as a faculty member after an approved leave period will be considered to have resigned their faculty appointment (and in the case of a school-employed faculty member, their employment). While on leave, a faculty member should refer to their title as per the following example:

- Associate Professor of Health Systems Science (on leave 2020)

4.11 REINSTATEMENT OF APPOINTMENT AFTER SEPARATION

An individual who previously held a faculty appointment and who is approved to return to the school after being away two years or less may be reinstated at their prior rank if recommended by the department chair to the Dean. If the period of separation from the school is greater than two years, the individual may be considered for an appointment; however, the process for initial appointment will apply.

4.12 RESIGNATION

Faculty may resign from their faculty appointment and employment prior to the end of the term by providing the applicable department chair with at least one month advance written notice of the faculty member’s intention to resign.
4.13 TERMINATION OF FACULTY APPOINTMENT

Kaiser Permanente Bernard J. Tyson School of Medicine may terminate a faculty appointment before its designated end date only for cause, as specified in this section. A department chair may make such a recommendation for appointment termination to the Dean. If the recommended termination action is for a department chair or a direct report of the Dean, the process will be initiated by the Dean. This section does not apply to administrative appointments such as department chairs, associate deans, and others whose appointments are discretionary (subject to any contractual terms that may exist in individual cases).

4.13.1 Cause

A faculty appointment may be terminated for adequate cause. Adequate cause for appointment termination will be related directly and substantially to the fitness of the faculty member in their role as an educator, researcher, administrator, and/or medical professional. The burden of proof that adequate cause exists rests solely with the school. Kaiser Permanente Bernard J. Tyson School of Medicine reserves the right to place the faculty member on an administrative leave during the period of investigation. Such a termination will not be used to restrain a faculty member in their exercise of academic freedom as described in the Policy Library.

Appointment termination proceedings may be instituted only if the Dean finds that one or more of the following apply, each of which constitute cause for termination of a faculty appointment:

- Failure to perform the responsibilities of the faculty member’s role despite being aware of those responsibilities
- Serious violation of the rights and freedoms of students, faculty, or staff
- Unethical professional behavior related to teaching, scholarship or research, service, and/or unethical professional behavior related to the general standard of performance expected of a faculty member, and/or unethical professional behavior as dictated by the profession generally
- In the context of scholarship or research, misconduct, as defined by federal policy, including fabrication, falsification, or plagiarism
- Conviction of a crime directly related to the faculty member’s fitness to practice their profession and/or any crime that involves moral turpitude or other conduct that the school could reasonably expect to have an adverse impact on the business or reputation of the school or on the school community of students, faculty, and staff
- Intentional falsification of credentials or academic experience
- Failure to successfully complete applicable appointment procedures or any other prerequisites to appointment
- Failure to comply with the school’s Education Verification or background check policy
- Suspension or revocation of required professional licensure and/or certification
- Loss of right to reside or work within the United States
- Extensive malpractice history, being or becoming uninsurable based on their clinical performance or their fitness to practice their profession
- Exclusion from participation in a government healthcare or research program
- Failure to comply with the school’s drug and alcohol policies
- Fraud or dishonesty with respect to the school students, faculty, employees, affiliates, or vendors
- Violation of any applicable school, department, or other policies or compliance standards for faculty, including those in the Faculty Handbook or the school’s Policy Library
- Failure to comply with the school’s firearms policy
- For a PMG physician, termination of the physician from their PMG status
- Any other action that causes a loss in confidence by the school regarding fitness or ability to perform the faculty position, as reasonably determined by the Dean
A faculty member has the right to obtain personal legal counsel at their own expense regarding any termination action by Kaiser Permanente Bernard J. Tyson School of Medicine. For termination actions involving PMG affiliated faculty, the school will inform the relevant PMG administrator of the matter and of the action taken. Termination of a faculty appointment for a faculty member employed by the school will result in termination of employment by the school at the same time.

The faculty member will have 30 calendar days to respond in writing to the Dean after receipt of a certified letter which clearly articulates the reason(s) for termination for cause. In this written response to the Dean, the faculty member may request to have the school’s statement of charges reviewed by an ad hoc committee. In such cases, the Senior Associate Dean for Academic and Community Affairs will appoint an ad hoc committee consisting of two members of the Dean’s leadership team not previously involved in the review, and two Professors who have not been previously involved in the circumstances related to cause or consideration of the matter. The ad hoc committee is empowered to collect evidence and hold hearings related to the concerns and will have 30 calendar days from the close of the hearings to make its recommendations and report to the Dean and the faculty member. The ad hoc committee will appoint a chair from its members and establish procedures for its review that are appropriate to the circumstances. Recommendations by the ad hoc committee are considered peer-reviewed recommendations, are advisory only, and do not imply any legal decision.

The faculty member has 30 calendar days to respond in writing to the recommendation and report by the ad hoc committee. After considering the faculty member’s response and the ad hoc committee’s recommendation, the Dean will inform the faculty member and the committee, in writing, of their decision. If it is the Dean’s decision to modify or reject the committee’s recommendation, the Dean will state the reason(s) in writing.

A decision by the Dean to sanction and/or dismiss a faculty member before the end of a specified term will be initiated only after the Dean has reviewed the circumstances with the Board of Directors. Once approved by the board, the Dean’s decision is final.

4.13.2 Financial Constraints or Discontinuation of Program or Department

A faculty appointment may be terminated as the result of financial constraints or discontinuation of a program or department of instruction. Faculty holding annual appointments will receive 1 month written notice; those holding term appointments will receive 3 months’ written notice.

4.13.3 Other Actions

Action less than termination of the faculty appointment may be taken when determined by the school to be necessary in the circumstances, including but not limited to oral or written counseling or warning, reprimand or temporary suspension with or without pay.
SECTION 5.  POLICIES AND PROTOCOLS
(Forthcoming)

SECTION 6.  RESOURCES
(Forthcoming)
APPENDIX
Standing Committees

Overview

The following constitute the standing committees of the Faculty of Medicine:

1. Admissions Committee
2. Appointments and Promotions Committee (AP)
3. Curriculum and Education Policy Committee (CEP)
4. Equity, Inclusion, and Diversity Advisory Committee (EIDA)
5. Faculty Advisory Council (FAC)
6. Faculty Conduct Committee (FC)
7. Learning Environment and Professionalism Committee (LEAP)
8. Program Evaluation, Assessment, and Improvement Committee (PEAI)
9. Student Progress and Promotion Committee (SPP)

All committees are advisory to the Dean of the Kaiser Permanente Bernard J. Tyson School of Medicine with the exception of the Admissions Committee, which is the only autonomous decision-making committee.

All faculty members with voting privileges are eligible to serve on committees and may nominate themselves or other voting faculty members for service. Once seated, the FAC will facilitate the nomination process. In some instances, faculty are identified by their department chair or the Dean and appointed to serve on committees. All selected positions for standing committees and their subcommittees will be approved by the Dean.

Committee members serve terms as stipulated for each committee. Terms usually align with the academic year calendar, and become effective on July 1 and end on June 30, unless otherwise specified.

Ex officio members represent the offices in which they serve, not the academic departments in which they may be appointed. Ex officio members’ appointments to committees are contemporaneous with their holding the role for which they were appointed. Ex officio members may vote unless a committee’s policies and procedures expressly prohibit such voting.

Members may not be represented by alternates unless specifically stipulated as an option within the policies and procedures of the respective committee. A member of a standing committee who is absent for four consecutive meetings, or who fails to attend over one-half of the scheduled meetings of the committee within an academic year, may be replaced on the recommendation of the committee chair after discussion of the matter with that member and the Dean. If an elected standing committee member must be replaced, the committee chair will confer with the committee members to recommend a replacement to the Dean for approval. The replacement will serve through the end of the departing member’s term.

Committee Chairs

Unless otherwise specified, standing committees select a potential chair from the voting faculty members on the committee and recommend the appointment as chair to the Dean. The Dean ultimately selects the chair.

Individuals may not concurrently serve as chair of more than one standing committee. All committee chairs will serve for an initial one-year term that may be extended to a three-year term at the successful completion of the first year of service, for a total of three years of service. As a rule, the Dean will not chair standing committees. Committee chairs will submit an annual report of committee activities to the FAC at the close of each academic year.
Admissions Committee

Charge and responsibilities
The Admissions Committee ensures, on behalf of the faculty, that the requirements for student admission to the Kaiser Permanente Bernard J. Tyson School of Medicine’s Doctor of Medicine (MD) program are met. The Admissions Committee determines which candidates, among the pool of qualified applicants, will be admitted. All decisions made by the committee are final.

The committee will provide an annual report containing admissions statistics for the immediately preceding entering class to the Faculty Assembly each academic year. The committee may be called upon to provide additional informal updates to faculty and leadership as needed.

Meetings
The Admissions Committee will meet regularly from the opening of American Medical College Admissions Service (AMCAS) applications until all seats for the incoming class are filled. Additional meetings of the Admissions Committee will be convened as needed to review issues related to the Admissions Committee, processes, review of applications, and consideration of wait-listed candidates.

A quorum is defined as more than 2/3 of the voting members present and is required for all decisions.

Committee leadership
The Associate Dean for Admissions will chair the Admissions Committee. When unable to attend, the chair may appoint another committee faculty member to lead the Admissions Committee meetings.

Current membership (2020)
In the current state, using as inclusive a process as possible to ensure diversity and equity of membership, the Admissions Committee is composed of 13 members total, with 12 voting faculty members and 1 non-voting faculty member.

Future membership
Selected student members: Two students, selected from the student admissions ambassadors.
Selected faculty members: Ten faculty members, selected by the Dean of the school of medicine.
Appointed community member: One member, appointed by the Dean of the school of medicine.

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<tr>
<th>VOTING MEMBERSHIP</th>
<th>NON-VOTING MEMBERSHIP</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>Selected Student Member</td>
<td>Selected by</td>
<td>Appointed Community Members</td>
</tr>
<tr>
<td>(2) Dean of the School of Medicine and Associate Dean for Admissions</td>
<td>(1)</td>
<td>Dean of the School of Medicine</td>
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</table>

Term commitment
Student committee members typically serve for a term of two years. Faculty committee members typically serve for a term of three years.

Maximum term: Two consecutive terms (students: four years; faculty: six years).

After a one-year hiatus, members are eligible for reappointment to the committee. Membership terms will be staggered after the first two years of the committee’s initial charge so that no more than one-third of the members will be replaced each year.
Appointments and Promotions Committee (AP)

Charge and responsibilities
The Appointments and Promotions Committee (AP) advises the Dean of the school of medicine on the appointment and promotion of faculty. The appropriate department chair provides the AP Committee with their recommendation for appointment or promotion of their faculty to an academic rank. Appointment or promotion to the ranks of Assistant Professor, Associate Professor, and full Professor must be reviewed by this committee.

Meetings
The committee will meet at scheduled intervals. The committee may be called upon to meet on an ad hoc basis as needed for new faculty recruitment and hiring.

A quorum is defined as at least 50 percent of the voting members present and is required for all decisions.

Committee leadership
The Senior Associate Dean for Academic and Community Affairs will serve as committee facilitator. When unable to attend, the committee facilitator may appoint another committee member to lead the AP committee meetings.

Membership
Using as inclusive a process as possible to ensure diversity and equity of membership, the AP Committee will be composed of ten members total, with nine voting faculty members. All members of this committee, by virtue of their role reviewing promotion dossiers, must be at the rank of Associate Professor or full Professor. The Dean will appoint representatives from each of the three academic departments.

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<th>VOTING MEMBERSHIP</th>
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<tr>
<td>Selected Faculty Members</td>
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<td>ex officio Member Senior Associate Dean for Academic and Community Affairs (1)</td>
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<td>Three per department (9)</td>
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Term commitment
Committee members typically serve for a term of three years.

Maximum term: Two consecutive terms (six years).

After a one-year hiatus, members are eligible for reappointment to the committee. Membership terms will be staggered after the first two years of the committee’s initial charge so that no more than one-third of the members will be replaced each year.

Curriculum and Education Policy Committee (CEP)

Charge and responsibilities
The Curriculum and Education Policy Committee (CEP) oversees the medical education program as a whole and has responsibility for the overall design, management, integration, evaluation, and enhancement of a coherent and coordinated curriculum and ensures that the curriculum meets the mission, vision, and values of Kaiser Permanente Bernard J. Tyson School of Medicine, and that the program is in compliance with Western Area Schools and Colleges (WASC) Senior College and University Commission (WSCUC), California Bureau for Private Postsecondary Education (BPPE), and Liaison Committee on Medical Education (LCME) licensing and accreditation standards to award the MD degree. The CEP is responsible for the review of all its subcommittee reports and
recommendations, policies and standards, and votes on recommendations to the Dean of the school of medicine regarding all elements of the curriculum.

The CEP has the responsibility of representing the faculty in the following areas:

- Establishment of an academic calendar
- Establishment of the technical standards for student admission and retention at the school
- Establishment of requirements for the MD degree
- Establishment and approval of educational program outcomes
- Evaluation and approval of course and clerkship objectives
- Sequencing of curricular content
- Curriculum mapping
- Integration of biomedical, clinical, and health systems sciences
- Integration of courses, clerkships, phases of the curriculum, and the curriculum as a whole
- Establishment of educational policies
- Monitoring of implementation and outcomes of quality improvement measures for the educational program

Changes to educational program outcomes, course or clerkship level objectives, assessment methods, standard setting, academic workload and/or duty hours, or major shifts in pedagogy require CEP approval. Any CEP subcommittee; Program Evaluation, Assessment, and Improvement (PEAI) committee; and/or course and clerkship recommendations must be reviewed and approved by the CEP and the Dean.

The CEP will provide quarterly reports with updates and recommendations to the Dean of the school of medicine. Any significant changes in the curriculum, such as policies, pedagogy, duration of educational program, educational program outcomes, or standards of achievement must receive final Dean approval.

The Dean may decline CEP-approved changes; for example, if they are not aligned with the school’s mission, vision, or values; outcomes are not consistent with accreditation standards; or if they affect the budget in a manner that cannot be accommodated. If the Dean declines the CEP recommendations, they will request that the CEP provide revised recommendations.

Meetings
The CEP will meet a minimum of 10 times per year.

A quorum is defined as more than 50 percent of the voting members present and is required for all decisions.

Committee chair details
The Senior Associate Dean for Medical Education will chair the CEP. When unable to attend, the chair may appoint another committee faculty member to lead the CEP Committee meetings.

Membership
Using as inclusive a process as possible to ensure diversity and equity of membership, the CEP Committee will be composed of 17 members total, with 10 voting faculty members, and a total of 12 voting members. The Dean will select members for the CEP and its associated subcommittees. Students will be selected from the Student Curricular Board.
Term commitment

Student committee members typically serve for a term of two years; faculty committee members typically serve for a term of three years.

Maximum term: faculty: six years.

After a one-year hiatus, members are eligible for reappointment to the committee. Membership terms will be staggered after the first two years of the committee’s initial charge so that no more than one-third of the members will be replaced each year.

Equity, Inclusion, and Diversity Advisory Committee (EIDA)

Charge and responsibilities

The Equity, Inclusion, and Diversity Advisory Committee (EIDA) is responsible for advising the Dean of the school of medicine on opportunities and challenges in meeting the school’s equity, inclusion, and diversity (EID) goals. In this way, the committee supports the interests of the students, faculty, staff, and the community through collecting, monitoring, and reviewing pertinent data, both internal and external, related to the school’s culture, curriculum, community partnerships, and demographics.

Based on its review of data and outcomes, the EIDA Committee will engage in dialogue and discussion with the Dean about key topics that support the school’s commitment to EID. This committee will advise the Dean on the implementation of data-driven EID initiatives and convey its findings to the Program Evaluation, Assessment and Improvement (PEAI) Committee.
Meetings
The EIDA Committee will meet a minimum of four times per year.

A quorum is defined as more than 50 percent of the voting members present and is required for all decisions.

Committee leadership
The EIDA Committee will identify a potential chair from the 11 voting members and recommend that appointment to the Dean of the school of medicine for approval. The chair of the EIDA Committee will serve for an initial one-year term that may be extended to a three-year renewable term at the successful completion of the first year of service, for a total of three years of service.

When unable to attend, the chair may appoint another committee faculty member to lead the EIDA Committee meetings.

Membership
Using as inclusive a process as possible to ensure diversity and equity of membership, the EIDA Committee will be composed of 12 members total, with six voting faculty members, and a total of 11 voting members. Students will be selected from the student EID committee.

Membership details
Students will be selected by the Dean of the school of medicine and Associate Dean for Equity, Inclusion, and Diversity from the student EID Committee. In the Kaiser Permanente Bernard J. Tyson School of Medicine’s first year, the committee will include two student members from the charter class. In the school’s second year, the committee will include one student member from each of the first two classes. In the school’s third year and beyond, the committee will include one student in Phase 2 and one student in Phase 3 of the educational program.

Term commitment
Student and staff committee members typically serve for a term of two years; faculty and community committee members typically serve for a term of three years.

Maximum term: Two consecutive terms (staff: four years; faculty and community members: six years). Students will be limited to one term.

After a one-year hiatus, non-student members are eligible for reappointment to the committee. Membership terms will be staggered after the first two years of the committee’s initial charge so that no more than one-third of the members will be replaced each year.

Faculty Advisory Council (FAC)

Charge and responsibilities
The FAC serves as the general representative body of the Faculty of Medicine and advises the Dean on topics germane to the overall success of the school. This group receives reports regarding major functions of the school (e.g., Equity, Inclusion, and Diversity; Student Affairs). It prepares the slate of nominated candidates for standing committee membership. It also advises the Dean regarding faculty bylaws and policies, as requested by the Dean. The FAC elects the Faculty Executive Committee (FEC). The areas of the school for which the board of directors has
oversight (such as the appointment of the Dean, management of financial resources), are not in the purview of the FAC.

**Meetings**
The FAC meets at least six times per year.

A **quorum** is defined as more than 50 percent of the voting members present and is required for all decision.

**Committee leadership**
The FAC will elect a chair, vice chair, and secretary from among its members. Known as the Faculty Executive Committee (FEC), the leaders will set the FAC agenda and lead meetings, meet with the Dean periodically, and prepare minutes of the FAC to share with the Faculty Assembly. The chair of the FAC will report on FAC activities to the Faculty Assembly at least annually. The FEC will be elected annually at the beginning of the academic year. No member of the FEC may hold the same leadership position for more than three years without at least one year’s hiatus before additional service.

When unable to attend, the chair may appoint another committee member to lead the FAC meetings.

**Membership**
Using as inclusive a process as possible to ensure diversity and equity of membership, the FAC Committee will be composed of 17 members total, with 13 voting faculty members.

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<td><strong>Appointed by</strong></td>
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<tr>
<td>Department of Clinical Science (3 core, 2 clinical)</td>
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<tr>
<td>Department of Health Systems Science (3)</td>
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**Term commitment**
Committee members typically serve for a term of three years.

Maximum term: Two consecutive terms (total of six years).

After a one-year hiatus, members are eligible for reelection or reappointment. Membership terms will be staggered after the first two years of the committee’s initial charge so that no more than one-third of the members will be replaced each year.
Faculty Conduct Committee (FC)

Charge and responsibilities
The FC receives reports from the Learning Environment and Professionalism (LEAP) Committee and makes recommendations to the Dean regarding appropriate response, up to and including dismissal, based on review of the evidence and report.

Meetings
The FC meets on an ad hoc basis.

A quorum is defined as at least four of the five voting members.

Committee leadership
The Dean will appoint a chair from among the voting membership. The chair will serve for an initial one-year term that may be extended to a three-year term at the successful completion of the first year of service, for a total of a three-year term.

When unable to attend, the chair may appoint another committee member to lead the FC meetings.

Membership
Using as inclusive a process as possible to ensure diversity and equity of membership, the FC Committee will be composed of six members total, with five voting faculty members.

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<thead>
<tr>
<th>Selected Faculty Members</th>
<th>Selected by</th>
<th>Appointed Faculty Member</th>
<th>Appointed by</th>
<th>ex officio Member</th>
<th>Voting</th>
<th>Non-Voting</th>
<th>Total</th>
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<tbody>
<tr>
<td>At least one representative from each department (4)</td>
<td>Dean of the School of Medicine</td>
<td>Faculty Advisory Council Member (1)</td>
<td>Faculty Advisory Council</td>
<td>Senior Associate Dean for Academic and Community Affairs (1)</td>
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Term commitment
Committee members typically serve for a term of three years.

Maximum term: Two consecutive terms (total of six years).

After a one-year hiatus, members are eligible for reappointment. Membership terms will be staggered after the first two years of the committee’s initial charge so that no more than one-third of the members will be replaced each year.

Learning Environment and Professionalism (LEAP) Committee

Charge and responsibilities
The Learning Environment and Professionalism (LEAP) Committee is responsible for setting and monitoring the standards of professional behavior for faculty, students, administrators, and others engaged in the Kaiser Permanente Bernard J. Tyson School of Medicine learning environment. The committee reviews all surveys and feedback regarding the learning environment and provides annual reports to the Dean of the school of medicine, the Dean’s Senior Executive Cabinet, and the Program Evaluation, Assessment, and Improvement (PEAI) Committee as a component of the school’s continuous improvement planning.
The LEAP Committee will hear allegations of misconduct, ensure that due process is followed, and be attentive to the rights of all individuals involved. It will review allegations such as those which may point to serious lapses or unprofessional behavior, make determinations of fact, and, as needed, make recommendations to the appropriate leaders for action. Recommendations may include a detailed remedial or improvement plan for the individual. The committee will communicate findings and recommendations regarding the conduct of individual students to the Student Progress and Promotion (SPP) Committee or, for faculty, to the Faculty Conduct (FC) Committee as appropriate.

The LEAP Committee will ensure that all Kaiser Permanente Bernard J. Tyson School of Medicine policies and applicable Kaiser Permanente policies are adhered to in conducting its deliberations. Should allegations involve a faculty member employed by Kaiser Foundation Hospitals or the Permanente Medical Groups, the committee will notify and consult with the appropriate senior executive at the respective organization.

Faculty being reviewed for any breach in professionalism will inform their department chair in writing. The department chair will consult with the appropriate deans and other officials, including the chairs of the LEAP Committee as indicated, regarding the correct level of involvement in the school community, up to and including administrative leave, while the investigation is in progress.

Meetings
Meetings will be convened by the chairs or at the request of the Dean of the school of medicine. The LEAP Committee will meet on a quarterly basis at a minimum.

A quorum is defined as more than 50 percent of the voting members present and is required for all decisions.

Committee leadership
The LEAP Committee will be co-chaired by the Senior Associate Dean for Student Affairs and the Senior Associate Dean for Academic and Community Affairs. If the matter involves a faculty member, the Senior Associate Dean for Student Affairs will facilitate the LEAP Committee’s review and deliberation; if the matter involves a student, the Senior Associate Dean for Academic and Community Affairs will facilitate the LEAP Committee’s review and deliberation.

If the designated co-chair is unable to attend, they may designate another committee member to lead the LEAP Committee meeting.

Membership
Using as inclusive a process as possible to ensure diversity and equity of membership, the LEAP Committee will be composed of 12 members total, with seven voting faculty members.
Term Commitment

Maximum term: Two consecutive terms for a total of six years.

After a one-year hiatus, members are eligible for reappointment. Membership terms will be staggered after the first two years of the committee's initial charge so that no more than one-third of the members will be replaced each year.

Program Evaluation, Assessment, and Improvement (PEAI) Committee

Charge and responsibilities

The Program Evaluation, Assessment, and Improvement (PEAI) Committee supports the Dean of the school of medicine and standing faculty committees in systematic efforts toward maximizing institutional effectiveness. The PEAI collects, monitors, and reviews assessment and implementation data related to the school's curricular and non-curricular programs. The PEAI communicates and makes recommendations to the CEP regarding the assessment plans for new courses, including changes in assessment methods, standard setting, and/or grading to existing courses, with the aim of ensuring a coherent and coordinated system of assessment.

The PEAI recommends data-driven quality improvement activities and projects that support continuous improvement of curricular and non-curricular programs. This includes assessment, quality improvement, and program evaluation policies and procedures that align with the school's mission, vision, and values as well as programmatic and institutional accreditation standards. Further, this committee monitors and reports on the outcomes of these activities.

Meetings

The PEAI will meet a minimum of 10 times per year.

A quorum is defined as more than 50 percent of the voting members present and is required for all decisions.

Committee leadership

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<tr>
<th>VOTING MEMBERSHIP</th>
<th>NON-VOTING MEMBERSHIP</th>
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<tbody>
<tr>
<td>Selected Faculty Members</td>
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<td>At least two representatives from each department (7)</td>
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<td></td>
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<td>Non-Voting</td>
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<td></td>
<td>Total</td>
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<td>7</td>
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</table>

Senior Associate Dean for Academic and Community Affairs (1)
Compliance Officer (1)
Associate Dean for Equity, Inclusion, and Diversity (1)
Senior Associate Dean for Medical Education (1)
Senior Associate Dean for Student Affairs (1)
The Associate Dean for Assessment and Evaluation and Senior Director for Accreditation and Continuous Quality Improvement will co-chair the PEAI Committee.

If unable to attend, the co-chairs may appoint another committee faculty member to lead the PEAI Committee meetings. The Associate Dean for Assessment and Evaluation serves as an ex officio voting member of the CEP.

**Membership**

Using as inclusive a process as possible to ensure diversity and equity of membership, the PEAI Committee will be composed of 15 members total, with seven voting faculty members.

<table>
<thead>
<tr>
<th><strong>Selected Faculty Members</strong></th>
<th><strong>Selected by</strong></th>
<th><strong>ex officio Member</strong></th>
<th><strong>Non-voting Membership</strong></th>
<th><strong>TOTAL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Two representatives from each department (6)</td>
<td>Dean of the School of Medicine</td>
<td>EIDA Representative (1)</td>
<td></td>
<td>7 8 15</td>
</tr>
</tbody>
</table>

- Senior Associate Dean for Academic and Community Affairs (1)
- Senior Director for Accreditation and CQI (1)
- Senior Vice President for Administration and Finance (1)
- Associate Dean for Assessment and Evaluation (1)
- Representative of PE/CQI Working Group (1)
- Senior Associate Dean for Medical Education (1)
- Senior Associate Dean for Research and Scholarship (1)
- Senior Associate Dean for Student Affairs (1)
Term commitment
Committee members typically serve for a term of three years.

Maximum term: Two consecutive terms (total of six years).

After a one-year hiatus, members are eligible for reelection or reappointment to the committee. Membership terms will be staggered after the first two years of the committee’s initial charge so that no more than one-third of the members will be replaced each year.

Student Progress and Promotion (SPP) Committee

Charge and responsibilities
For the detailed charge and responsibilities of the SPP Committee, please refer to the Student Disciplinary and Due Process Policy. In brief, the purpose of that policy is “to define and describe the role of the Student Progress and Promotions (SPP) Committee and other committees in decision-making regarding the evaluation of whether academic and technical standards and standards of professionalism and conduct have been met. This policy also defines the due process procedures for students facing adverse decisions.”

Meetings
The SPP Committee meets a minimum of six times per academic year. Special meetings may be called as necessary by the Senior Associate Dean for Student Affairs.

A quorum is defined as more than 50 percent of the voting members present and is required for all decisions.

Committee leadership
The SPP Committee will identify a potential chair from the seven voting members and recommend that appointment to the Dean of the school of medicine for approval. The chair of the SPP Committee will serve for an initial one-year term that may be extended to a three-year renewable term at the successful completion of the first year of service, for a total of three years of service.

When unable to attend, the chair may appoint another committee member to lead the SPPC meeting.

Membership
Using as inclusive a process as possible to ensure diversity and equity of membership, the SPP Committee will be composed of 11 members total, with seven voting faculty members.
Committee members typically serve for a term of three years.

Maximum term: Two consecutive terms (six years).

After a one-year hiatus, members are eligible for reappointment to the committee. Membership terms will be staggered after the first two years of the committee’s initial charge so that no more than one-third of the members will be replaced each year.